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Empowering People: Effective Social Work Approaches & Strategies



MANAGERIAL EFFECTIVENESS OF EXECUTIVES IN INDUSTRIES

KEYWORDS

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ABSTRACT *Efficiency is generally concerned with the "how" and "how much" of a task performed. Some of the factors of efficiency in a person are his intelligence, knowledge and imagination. But these also cannot guarantee his effectiveness. Effectiveness relates to "what" contribution made by the manager and by the task he performs. It is the extent to which a manager achieves result by performance and the extent to which he goes beyond what is normally required to him that determines his effectiveness. Managerial effectiveness is the achievement of the goals, which contribute to the overall objectives of the organization, through optimum utilization of resources. The person, the process and the product can be determinants of managerial effectiveness. The present study is to identify the Managerial Effectiveness of Managers along with their personality type.*

Introduction
In a competitive world, there is growing realization and therefore many organizations and managers talk about "efficiency" and "effectiveness" in a vein that suggest that these terms are taken to be synonymous.in the contest of striving for managerial effectiveness .It is important to understand and appreciate that the above mentioned pairs of terms are not synonymous. A manager may be very efficient, but that does not necessarily make him effective as well. Efficiency is with the person but the effectiveness depends on the functions one performs effectively.

Definition of Managerial Effectiveness
Managerial effectiveness is defined as the achievement of the goals, which contribute to the overall objectives of the organization, through optimum utilization of resources.

Review of Literature
Vaidya (1993), adopted the objectives related to Managerial Effectiveness to clarify the concepts of managerial effectiveness, to prepare a status-cum-development survey on automobile industry. The objectives were to determine the relationship between managerial effectiveness and few managerial effectiveness styles, to determine the relationship between managerial effectiveness and a few personality traits, and to determine the characteristics of more effective and less managers.

Sunitha sen and Shailendra (1999) mentioned that from the historical background of companies that have taken sick over the years, it may be observed that one of the major factors that had contributed to their sickness is the lack of the managerial effectiveness in the organization. Managerial effectiveness at a level of management hierarchy has become crucial in order to face and beat the challenges of business.

Seetha Gupta (1996) in her scale development includes different phase such as phase one is term generalization and primary scale construction, phase two is data collection, phase three as data analysis, sourcing etc...It also includes testing the reliability and validity of the scale.

Hooshung (1983) considered personality, occupational values and organizational climate are related with managerial effectiveness. The objective was to find out the managerial effectiveness and along with other three variables in the field of education and also to find out the effect of organizational climate on managerial effectiveness. The researcher had engaged 200 respondents as sample size. The hypothesis was that the managerial effectiveness would be associated with the organizational climate. The result of the hypothesis was also favorable.

Paul E.Mott (1983) made a study of 150 managers in Chennai city regarding managerial effectiveness and made a conclusion that the managers who perceive the climate as more autocratic are more effective than managers who perceive the climate less anonymous.

Methods & Materials
The research design adopted is descriptive in nature. Two standardized scales are used to find out the managerial effectiveness and types of personality (A type or B type)

Objectives of The Study
1. To study the Managerial Effectiveness of executives in industries.
2. To identify the personal factors associating Managerial Effectiveness of executives in industries.
3. To find out the type of behavior of the executives in industries.

Sample
The sample selected is non- probability sampling. One of the non probability sampling is quota sampling. Quota sampling is given equal quota to different types of units. In this study executives are chosen from textile, engineering and service units with an equal quota of 25 executives from each. The total sample is 75 executives representing different industrial units in and around Coimbatore.

Tools for Data Collection
The researcher collected the necessary data from the respondents with the help of questionnaire. Two standardized scales are used. The selection of the tools for any study depends upon various factors related to the objectives of the study. The instruments used are:

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1. Managerial Effectiveness scale
2. Types of behavior Scale

Managerial Effectiveness scale

Managerial effectiveness scale was developed by Seetha Gupta (1996). Managerial effectiveness scale consisted of 45 items; 35 items cover positive and 10 items are negative. All the items are rated on a five point scale. Reliability is reasonably high and was found by the author. Test retest reliability is 0.73. The split- half reliability is also 0.73.

Types of Behavior Scale

To identify the type of personality, a scale of 14 items was used which was noted from Moor **head, G &Griffin R.W (1999).** There were 14 items with 4 types of responses. The Type A and Type B personality were classified using the scale.

The data was collected from the Managers of Textile, Engineering and Service Industries in and around Coimbatore city. The collected data was carefully coded and transcribed in a master sheet. Tables were prepared by using master sheet. Chi-square test was used to find association between variables.

Results & Discussion

The following were arrived at after careful analysis of the collected data.

Findings related to personal background of the executives

- Majority of the respondents are in the age group of 31-40 years.
- Nearly 65% of the respondents are male.
- Most of the of the respondents (60%) are post graduates.
- The majority of the respondents (37.33%) are from Personnel and HR department.
- Majority of the respondents (66.67 %) are not continuing their education through part time or through distance education.
- Majority of the respondents (64%) have promotional opportunities.
- The monthly income for majority of the respondents (50.67 %) is between Rs.5000- Rs 10000.
- Out of the total respondents, 48 percent have an experience between 16 years and above.
- Nearly 74 percent of the respondents are married.
- Forty percent respondents are having three are more dependents.
- Out of total respondents 50 percent are from rural area.
- A majority of the respondents (72 percent) are having union/ association membership.

Findings related to training particulars of the Executives

- All most all the executives are attending training programmes.
- Majority of the respondents (69.34%) have favorable opinion on training programmes.

Findings related to Managerial Effectiveness

Table 1
The level of Managerial Effectiveness

S.No	Managerial Effectiveness	Frequency	Percentage
1	Effective (above median value).	36	48
2	Less Effective (less than median value)	39	52
	Total	75	100.00

Most of the respondents (52%) have less managerial effectiveness. The classification of effective and less effective was made by working out the median value. Based on the responses of the respondents for the Managerial Effectiveness scale, the median value worked out is 150.42. Effective managers are those who scored above median value. Less effective managers are those with scores less than median value.

Findings related to type of personality

- A majority of the respondents (76%) are belonging to type A- Personality
- Most of the Managers from engineering and service sector are belonging to Type A- Personality and majority of the Managers from Textile Sector belong to type B- Personality.

Factors influencing Managerial Effectiveness

- A majority of the respondents are (53%) effective in age group of 41 years and above. even though this seems to be an association it is not statistically significant.
- A majority (28%) of the effective respondents are from personnel and human resource department by observation of the table. However it is not established statistically.
- Effective respondents earn Rs.11000 to Rs.15000.it looks as though when earning increases effectiveness decreases. But it is not established significantly.
- Most of the effective respondents (61.54%) are having 6-10 years of experience. It seems that less year of experience is associated with less effectiveness. This association is statistically significant through chi square test.

Table 2
Association between Experience and Managerial Effectiveness

S.No	Working Experience	Effective Managers	Less Effective Managers	Total
1	Less than 5 years	6(35.29%)	11(64.71%)	17(100%)
2	6-10 years	8(61.54%)	5(38.46%)	13(100%)
3	11-15 years	4(44.55%)	5(55.55%)	9(100%)
4	16 and above	16(44.55%)	20(55.55%)	36(100%)
	Total	34(45.33%)	41(54.67%)	75(100%)

chi square value=16.11*at 3df and at 0.05 level- Significant

It is understood from the above data, that most of the effective respondents (61.54%) are having 6-10 years of experience. It seems that less year of experience is associated with less **effectiveness.** This association is statistically significant through chi square test.

- Most of the respondents as effective executives were having more promotional opportunities. This association is not established as statistically significant.
- A majority of the effective respondents were frequently attending training programs. The less effective respondents were not frequently attending training programs. This association is not statistically significant.
- A majority of the effective respondents are from service and engineering sector. The less effective respondents are more from textile sector. This association is not established statistically. This is so because executives of engineering sector are found almost equally in both effective and less effective.

Table 3
Association between personality type and Managerial Effectiveness

S.No	Types of Behavior	Effective	LessEffective	Total
1	Type – A Personality	34(59.65%)	23(40.35%)	57(100%)
2	Type – B Personality	10(55.56%)	8(44.44%)	18(100%)
	Total	44(58.67%)	31(41.34%)	75(100%)

Chi-square value=15 at 1df and at 0.01 level - significant

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The above table shows that effective respondents belong to type A-personality. This finding is established statistically by chi square test.

Conclusion

Managers are the persons who empower others by inducing their performance. The managers need to be empowered. Social work is meant for empowering people and hence it has the scope and potential for empowering managers. This Social Work Research highlights the managerial effectiveness and personality types of executives in different industries. Executives are those people who are managing 5M's namely Man, Money, Material, Machines, and Methods for which they have to be empowered. Managerial training programmes for executives should concentrate on developing executive's behavior. It is of course the part of social work programme , known as HRM Specialization. By adopting social case work and group work methods the mangers can be trained in their profession by means of training and performance counselling. Hope that empowered managers may empower the lot of employees.

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