

# "A STUDY ON MANAGERIAL INTERPERSONAL EFFECTIVENESS OF EXECUTIVES AT A TAFE PVT LTD IN CHENNAI"

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## 1.1 INTRODUCTION

### **“Effectiveness is Achieving the Intended Result; Operative”**

The term managerial effectiveness implies the extent to which a manager achieves the productivity output requirement of the organization by using and implementing his or her managerial skills and strategies through his workforce peer groups and subordinate. The managerial skills normally range from the basic motivational aspect followed by leadership, communication, co-ordination HR skills, change management time management, negotiation, decision making, delegation, counselling techniques., people who feel good about themselves produce good result and people who produce good result feel good about themselves. This healthy cycle goes on satisfying the individual need and the organizational need too, at the same time the individual derive job satisfaction. All these depend on the degree of the effectiveness of a manager. The organization gets the best out each worked, ruling in maximum results and growth through the manager. For the organization the manager is a tool and for the organization growth the workers act as a tool there is a mutual dependency in every level of internal business activities. If it works smoothly, this is the best quality with the right attitudinal change in people. He controls exactly what keeps the manager producing the best.

## 1.2 MEANING OF MANAGERIAL EFFETIVENESS:

The essence of managerial effectiveness as envisaged by W.J. Reddin can be best understood in terms of “achievement”. It should be remembered that managerial effectiveness is not an aspect of personality. Effectiveness produces is not aspect of personality. Effectiveness can be best seen as something a manager produces from situation by managing it appropriately. Also effectiveness should not be confused with efficiency .Conventional job descriptions often lead to an emphasis on what could be called managerial efficiency-the ratio of output to input. the problem here is that a manager in a department could easily be 100 percent efficient but zero percent effective.

### 1.3 LEADERSHIP

“The real leader has no lead he is content to point the way” -**Henry moller**

An efficient manager does not believe in any either/or single all purpose style of management characterized variously as production oriented or people oriented or task oriented or relationship oriented or autocratic or authoritarian or participative or even as x/y theory person.

### 1.4 DELEGATION

“Trust men and they will be true to you, them greatly and they will shows themselves great”.-**Emerson** Delegation is an effective tool of management, an art of getting more work done in lesser time, a process that help in transferring skill to your junior. It has been found out that most executive find it difficult to delegate effectively and the reasons could be.

### 1.5 LACK OF CONFIDENCE

Some person feel insecure they are uncertain in their subordinates do the work better, they feel they may lose their importance and their control over the staff may get eroded.

### 1.6. SCOPE OF THE STUDY

- The research study is useful to all the top managerial personnel of the organization.
- It gives them the intricate details that they actually need to take their organization to greater heights.
- It also helps them to know where they stand in the market in terms of the degree of effectiveness of their managers and executives.
- When the executives get to know, where they actually stand, and what do they lack, they find it easier to improve upon them and in a way.

### 1.7 OBJECTIVES OF THE STUDY

- To study the socio-demographic characteristics of executives.
- To find out the inter-relationship among the various dimensions of managerial effectiveness.
- To find out how far the manager/the executive performs his functions effectively, that is due to his/her managerial qualities that are expected of him/her.
  - To perceive various HRD dimensions.

### 1.8 RESEARCH METHODOLOGY

Since the research is going to study the managerial effectiveness of executive and its association with some selected socio-demographic characteristics design is a diagnostic one.

### 1.9 SOURCE OF DADA

The source of data collection is primary. The information required for the study is directly collected from the executives using a standard questionnaire. Secondary sources like records and computer also made use of in collecting the details of the universe.

### 1.10 TOOLS OF DADA COLLECTION

The questionnaire measures dimensions of managerial effectiveness. Each questions is rated on 5 point scale ranging from strongly agree to strongly disagree (A TO E) to maintain the consistency of finding. A list of the 7 dimensions is given below.

S. No.	Dimension	No. of Items
1	Motivation	6
2	Leadership	4
3	Delegation	4
4	Time management	3
5	Change management	3
6	Crisis management	6
7	Human Resource Management	4

### 1.11 DATA COLLECTION PROCESS

The research will hand over the questionnaire to various executives will explain to them the purpose of the study. Some briefing about the questions in the questionnaire is also made to the executives to help them get a clear idea about it. The researcher will collect the completed questionnaires from the respondents after a couple of weeks for further analysis and findings.

### 1.12 SAMPLING DESIGN

The researcher used simple (lottery method) sampling technique and selected 70 executives as respondents

### 1.13 HYPOTHESS

- There is a significant association between the age of the respondents and overall managerial effectiveness.
- There is a significant association among various department qualifications of the respondents with regard to their overall managerial effectiveness.

### 1.14 STATISTICAL ANALYSIS

The data collected will be processed classified and analyzed by using quantitative by using techniques statistical tool such as 't' test, one way analysis of variance, chi square test will be applied systematically to obtain meaningful results.

The researcher used median to find out level of managerial effectiveness in all the dimensions.

### 't' Test

$$t = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\left( \frac{(N_1 - 1)S_1^2 + (N_2 - 1)S_2^2}{N_1 + N_2 - 2} \right) \left( \frac{1}{N_1} + \frac{1}{N_2} \right)}}$$

$\bar{x}_1$  = mean of group 1

$\bar{x}_2$  = mean of group 2

$\bar{S}_1$  = Standard Deviation of group 1

$S_2$  = Standard Deviation of group 2

The statistical design comprised of the frequency distribution mean, standard deviation, 't' test, F test or analysis of variance, chi-square, Karl Person's co-efficient of correlation and inter correlation matrix.

### F-Test (One way analysis of variance)

$$F = \frac{S^2_B}{S^2_w}$$

$S^2_w$

$S^2_B$  = Mean squares between groups

$S^2_w$  = Mean squares within groups

The F test or analysis of variance is used to find out the variance with in groups and the variance between groups namely the different, level of severity and associated conditions of disability of the child.

### Chi Square Test

$$\sum \frac{(O - E)^2}{E}$$

O = Observed frequency

E = Expected frequency

$E = \frac{\text{row total} \times \text{column total}}{\text{Grand total}}$

The chi-square is used to study the degree of association between independent and dependent qualitative variables like educational qualification and occupation of mothers and fathers of children with mental retardation and the subject dimensions.

## 1.15 INDUSTRY PROFILE

Tractors and Farm Equipment Limited (TAFE), is an Indian tractor major incorporated in 1960 at Chennai, with an annual turnover of INR 93 billion. The third-largest tractor manufacturer in the world and the second largest in India by volumes, TAFE wields about 25% market share of the India tractor industry with a sale of over 150,000 tractors (domestic and international) annually and presence in over 100 countries.

**1.16 DATA ANALYSIS AND INTERPRETATION****Table No.1.2****'t' TEST****DIFFERENCE BETWEEN THE RESPONDENTS TYPE OF FAMILY AND VARIOUS DIMENSIONS OF MANAGERIAL EFFECTIVENESS**

<b>S. No.</b>	<b>Various Dimensions</b>	<b>Mean</b>	<b>S.D</b>	<b>Statistical Inference</b>
1	<b>Motivation</b> Joint family (n:24) Nuclear family (n:46)	24.29 24.50	1.268 1.049	t=0.734 P>0.05 Not Significant
2	<b>Leadership</b> Joint family (n:24) Nuclear family (n:46)	20.04 20.87	.955 1.166	t=2.991 P>0.05 <b>Significant</b>
3	<b>Delegation</b> Joint family (n:24) Nuclear family (n:46)	15.71 15.76	1.459 1.158	t=0.165 P>0.05 Not Significant
4	<b>Time management</b> Joint family (n:24) Nuclear family (n:46)	11.92 12.78	.408 .758	t=5.207 P>0.05 <b>Significant</b>
5	<b>Change management</b> Joint family (n:24) Nuclear family (n:46)	10.67 10.33	1.465 1.175	t=1.057 P>0.05 Not Significant
6	<b>Crisis management</b> Joint family (n:24) Nuclear family (n:46)	23.21 21.67	1.817 1.910	t=3.243 P>0.05 <b>Significant</b>
7	<b>HR management</b> Joint family (n:24) Nuclear family (n:46)	16.63 17.33	1.345 1.194	t=2.233 P>0.05 <b>Significant</b>
8	<b>Over all</b> Joint family (n:24) Nuclear family (n:46)	122.46 123.24	5.308 4.233	t=0.67 P>0.05 Not Significant

## INFERENCE

It inferred from the above table that there is a significant between the respondents of Type of family with regard to various dimensions of “Managerial effectiveness” namely Leadership, Time management, Crisis management and HR skills.

However there is not significant different between the respondents of Type of family with regard to various dimensions of managerial effectiveness namely Motivation, Delegation, Change management and Overall.

## 1.17 FINDINGS AND SUGGESTIONS

### FINDINGS

There is no significant association between the Departments of the respondents and overall managerial effectiveness.

There is no significant association between Income of the respondents and overall managerial effectiveness.

It was found that there is no significant a association the Income of the respondents and overall managerial effectiveness.

Hence null hypothesis is accepted. (Table:4)

There is no significant difference among Domicile of the respondents with regard to overall managerial effectiveness.

### 1.18 SUGGESTIONS

Managerial effectiveness at TAFE is delegating their responsibility to their subordinates. It can be the part of the management higher/ the TAFE management should take the step to avoid the maximum responsibility by the executives delegated to the subordinates. It shall improve the Growth and development of the organization.

Managerial executives at SRF should know the qualities of the manager executives must aware of few qualities like. Innovation thinking and creative ideas are the essential part of the competitive world. Therefore the management must take step to impart the thinking program like brainstorming, Delphi technique, participative management technique, & workshops which may enhance the knowledge related to the innovation & creating.

### 1.19 CONCLUSION

Motivation of the employees renders the growth of the organization. The executives of TAFE through have the low level in the dimension of motivation. The employee performance should increase thorough the motivation. Therefore the TAFE through management should concentrate on motivational aspects.

So the conclusion this study is to give motivation of the executives of Tractors and form equipment limited through the motivation program.

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