

# Risk Adaptiveness and Need for Achievement Leads to Managerial Effectiveness

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## Abstract

Fast and frequent change in technology has put the present day managers under pressure. This pressure has impact on their personality dimensions and consequently on their capabilities to perform. So, one of the most critical issue of modern era is to study the impact of changing psychological dimensions on managerial effectiveness. This research was aimed to study effects of improved psychological traits like need for achievement and risk adaptiveness on managerial effectiveness. Statistical universe for this study was the managers having experience of more than three years from governmental and non-governmental organizations. Managerial Effectiveness, Need for achievement and Risk adaptiveness among managers were assessed by using the Index of Managerial Effectiveness test devised by Walter W. Hudson (1993) Achievement Motive Test (AMT) developed by Bhargava, V.P. (1994) and Risk Adaptiveness Test (RAT) developed by Rishipal Jain, N (2012) respectively. A cross-sectional and longitudinal study was conducted by using the before and after with control group research design to compare the effectiveness of treatment group consisting of ineffective managers having lower tendency of need for achievement and risk adaptiveness and control group consisting of the effective managers having higher degree of need for achievement and risk adaptiveness. Control and treatment group were formed by adopting the sampling technique of randomization on availability basis. Before treatment both the control and treatment group were tested. The mean scores for managerial effectiveness (ME), need for achievement (N-ach) and risk adaptiveness (RA) for control group were 174, 39 and 26 respectively whereas the mean scores of test group before treatment for managerial effectiveness (ME), need for achievement (N-ach) and risk adaptiveness (RA) were 73, 18 and 9 respectively. There was significant difference between the pre and post treatment mean scores values of managerial effectiveness (M

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**Index terms**— behaviour modification therapy, effective managers, ineffective managers, managerial effectiveness, need for achievement, observation and suggestion t the present day managers under pressure. This pressure has impact on their personality dimensions and consequently on their capabilities to perform. So, one of the most critical issue of modern era is to study the impact of changing psychological dimensions on managerial effectiveness. This research was aimed to study effects of improved psychological traits like need for achievement and risk adaptiveness on managerial effectiveness. Statistical universe for this study was the managers having experience of more than three years from governmental and non-governmental organizations. Managerial Effectiveness, Need for achievement and Risk adaptiveness among managers were assessed by using the Index of Managerial Effectiveness test devised by Walter W. Hudson (1993) Achievement Motive Test (AMT) developed by Bhargava, V.P. ??1994) and Risk Adaptiveness Test (RAT) developed by Rishipal & Jain, N (2012) respectively. A cross-sectional and longitudinal study was conducted by using the before and after with control group research design to compare the effectiveness of treatment group consisting of ineffective managers having lower tendency of need for achievement and risk adaptiveness

## 2 A) ROLE OF PSYCHOLOGICAL TRAITS IN MANAGERIAL EFFECTIVENESS

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44 and control group consisting of the effective managers having higher degree of need for achievement and risk  
45 adaptiveness. Control and treatment group were formed by adopting the sampling technique of randomization  
46 on availability basis. Before treatment both the control and treatment group were tested. The mean scores for  
47 managerial effectiveness (ME), need for achievement (N-ach) and risk adaptiveness (RA) for control group were  
48 174, 39 and 26 respectively whereas the mean scores of test group before treatment for managerial effectiveness  
49 (ME), need for achievement (N-ach) and risk adaptiveness (RA) were 73, 18 and 9 respectively. There was  
50 significant difference between the pre and post treatment mean scores values of managerial effectiveness (Mean  
51 pre-treatment = 73 & Mean post-treatment = 110), need for achievement (Mean pre-treatment = 18 & Mean post-  
52 treatment = 25) and risk adaptiveness (Mean pre-treatment = 9 & Mean post-treatment = 14) of treatment group.  
53 Before and after application of treatment to treatment group, relationship between the managerial effectiveness,  
54 need for achievement and risk adaptiveness among treatment and control group were also tested and analyzed.  
55 Findings revealed that there was positive and significant relationship between the managerial effectiveness and  
56 psychological traits of need for achievement and risk adaptiveness among control as well as the treatment group.  
57 Findings related to the personality dimensions and managerial effectiveness proved that the personality traits  
58 of need for achievement and risk adaptiveness were predictive of managers capability to effectively perform and  
59 enhanced need for achievement and risk adaptiveness among managers have enhanced their effectiveness.

60 Keywords : behaviour modification therapy, effective managers, ineffective managers, managerial effectiveness,  
61 need for achievement, observation and suggestion technique, personality traits and risk adaptiveness.I.

### 62 1 Managerial Effectiveness

63 managerial effectiveness is manager's ability to achieve desired results. How well managers apply their knowledge,  
64 skills and abilities in working with, guiding and directing others determines whether they can meet those results  
65 effectively, if they can, their achievements are poised to help the organization gain a competitive edge against  
66 competing organizations heading into the future (Robbins SP, 1988).

67 A manager should have a combination of technical, interpersonal and conceptual skills that can make him an  
68 effective manager, according to theoretical models of management, technical skills include specialized training,  
69 skilled performance of specific tasks, expertise in a specific field or industry and the ability to apply specialized  
70 knowledge to tasks and objectives (Shermon G. 1999). Interpersonal skills include the ability to work well with  
71 others, motivate workers, resolve conflicts, delegate roles and communicate objectives clearly (Howell JP, DE  
72 Bowen, PW Dorfman and S Kerr, 1997). Conceptual skills are broader and more selfactualized. They include  
73 the ability to see the organization in the context of its industry, the ability to understand how each part of the  
74 organization functions as a whole, the ability to visualize, imagine, think, remember and process information for  
75 future course of action based on current organizational and industry trends, the ability to analyze and diagnose  
76 complex situations and the ability to understand the interrelationships at work in the organization (Zhang, L.F.,  
77 & Sternberg, R.J., 2006).

### 78 2 a) Role of Psychological Traits in Managerial Effectiveness

79 Organizational effectiveness and Manager's capability to perform is very much affected by various factors like  
80 their profile, technology, work environment, relationship with other employees, physical fitness, psychological  
81 development, personal life, personality dimensions and health of managers. According to style of defense  
82 mechanism are positively associated. In another research has revealed that cognitive style is a predictor of  
83 managerial effectiveness. Performance by manager could be influenced by psychological factors such as locus of  
84 control, agreeableness, need for achievement, cognitive style, neuroticism, risk adaptiveness, self image, openness  
85 to experience, extraversion, emotional stability, conscientiousness etc. and interaction between these factors. A  
86 manager's personality will help to shape their reputation within the workplace and it may also affect teamwork  
87 or collaboration. Salgado J.F. ??1997) indicates that agreeableness has close relationship with job performance.  
88 Other theorists and researchers have argued that agreeable people can better regulate their behavior (Graziano &  
89 Eisenberg, 1997; ??ensen-Campbell, 2002) and self regulation has been causally associated with more constructive  
90 conflict resolution strategies (Finkel & Campbell, 2001). Rishipal (2011) has pointed that individual's behavior  
91 is a function of the values and attitudes he/she holds. If value and attitude can be changed, behavior will  
92 change itself. Various personality traits may interact with each other to blend and result in desirable, as well  
93 as undesirable workplace behaviors. Goldberg (1993) also came across in his research that indicated personnel's  
94 personality traits are valid predictors for different dimensions of job performance. Psychological features describe  
95 and predict human behavior. Rishipal and Chand P.K (2012) have pointed that personality traits of middle and  
96 senior level managers in private organizations has positive relationship with work behavior. Although there are  
97 many psychological factors attributed to effectiveness of managers, this study will focus on effect of need for  
98 achievement and risk adaptiveness on managerial effectiveness. One of the personality traits that may indicate  
99 the success of a manager may be need for achievement. In the present study, researchers have found out the  
100 consequences of change in degree of need for achievement and risk adaptiveness upon managerial effectiveness.  
101 b) Need for Achievement David ??cClelland (1961) and his associates have proposed McClelland's Theory of  
102 Needs/-Achievement Motivation Theory. This theory states that human behavior is affected by three needs -

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103 Need for Power, Achievement and Affiliation. Need for achievement is the urge to excel, to accomplish in relation  
104 to a set of standards, to struggle for success.

105 Need for power is the desire to influence others behavior as per personal wish. In other words, it is the desire  
106 to have control over others and to be influential. Need for affiliation is a need for open and sociable interpersonal  
107 relationships. It is a desire for relationship based on cooperation and mutual understanding.

108 The individuals with high achievement needs are highly motivated by competing and challenging work such as  
109 business and entrepreneurship. They look for promotional opportunities. They have a strong urge for feedback  
110 on their achievement (McClelland, 1961). Such individuals try to get satisfaction in performing things better.  
111 High achievement is directly related to high performance. McClelland called such individuals as gamblers (risk  
112 takers) as they set challenging targets in unforeseen circumstances for themselves and they take deliberate risk to  
113 achieve those set targets. Such individuals look for innovative ways of performing job. They perceive achievement  
114 of goals as a reward, and value it more than a financial reward. The individuals who are motivated by power  
115 have a strong urge to be influential and controlling. They want their views and ideas should dominate and thus,  
116 they want to lead.

117 Such individuals are motivated by need for reputation and self-esteem. Individuals with greater power and  
118 authority will perform better than those possessing less power. The individuals who are motivated by affiliation  
119 have an urge for a friendly and supportive environment. Such individuals are effective performers in a team.  
120 These people want to be liked by others (Rishipal & Jain N, 2012).

### 121 **3 c) Risk Adaptiveness**

122 Risk inducing situations or circumstances are resultant of combined feeling of fear, excitement, uncertainty,  
123 insecurity, danger, threat, pressure and expectation for loss. There are various factors, circumstances, situations,  
124 duties, responsibilities and events which can induce different type of risks in day to day work life. Risk is an  
125 uncertain event or condition, if occurs, has a positive or negative consequential effect on individual.

126 The degree of risk in individual's work life may differ but no one can be identified and specified as a person,  
127 working in a risk free environment. A businessman's or entrepreneur's work life is always full of different kind  
128 of risks. One of the definitions of business is "the process of taking risk and converting it into profit". Or  
129 simply, "logical and rational risk in business is equal to profit". One of the prime and important characteristics  
130 of entrepreneur is 'Risk Taker'. Relationship of risk and entrepreneur is always positive and very significant.

131 Without risk, business is not possible; starting from the commencement of business to the reception of profit  
132 (dividend), every moment of business is full of risk creating circumstances. So for the successful establishment,  
133 conduction and management of the business, an entrepreneur should be adaptable to risk.

134 In other words, an entrepreneur should have a strong trait of 'Risk Adaptiveness'. Risk Adaptiveness may  
135 be defined as the psychological trait which empowers entrepreneurs to remain least affected by the negative  
136 consequential effects of the risk taking in business. It may also be explained as the effectiveness and capability  
137 of an entrepreneur by virtue of which entrepreneur is rationally affected by the resulting negative elements of  
138 risk taking such as fear, excitement, uncertainty, insecurity, danger, threat, pressure and expectation for loss  
139 (Rishipal & Jain N, 2012).

140 In the competitive world, achievement of organizational success is very difficult. It requires effective and  
141 optimum utilization of all resources including managers. Managers effectiveness is a major factor influencing  
142 organizational performance and it might be affected by various factors including the degree of various personality  
143 dimensions and traits such as locus of control, risk adaptiveness, agreeableness, need for achievement, cognitive  
144 style, neuroticism, self image, openness to experience, extraversion, emotional stability, conscientiousness etc.  
145 According to Rishipal & Jain N. (2012) the individuals who are motivated by affiliation have an urge for a friendly  
146 and supportive environment. Such individuals are effective performers in a team. Most of the previous studies of  
147 managers performance have examined the moderating influence of mental ability (Boshoff, C. & Arnolds, C 1995)  
148 or situational variables, such as autonomy (Barrick & Mount, 1993) and organizational politics (Hochwarter, Witt,  
149 & Kacmar, 2000) not the relationship among variables studied in present research. So, there was need to conduct  
150 such study which could analyze the impact of psychological traits on managerial effectiveness. Present study  
151 is an effort to investigate and understand the dimensions of managerial effectiveness, need for achievement and  
152 risk adaptiveness with a new perspective of enquiring the relationship among these and how they can influence  
153 each other. Besides this, present study has also investigated how Behavior Modification Therapy can affect the  
154 psychological traits of need for achievement and risk adaptiveness and consequently the impact of enhanced  
155 degree of need for achievement and risk adaptiveness improves the managerial effectiveness.

## 156 **4 II.**

### 157 **5 Objectives of Study**

158 The study was aimed to investigate and understand the relationship between need for achievement, risk  
159 adaptiveness and managerial effectiveness. Conduction of present research has achieved the following three  
160 specific objectives.

161 ? To enquire the relationship of need for achievement and risk adaptiveness with managerial effectiveness. ?  
162 To understand the difference of the relationship between need for achievement and managerial effectiveness of

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163 effective and ineffective managers and also the relationship between risk adaptiveness and managerial effectiveness  
164 among effective and ineffective managers.

### 165 6 ? To enquire the affect of Behaviour Modification

166 Therapy on the psychological traits of need for achievement and risk adaptiveness and also their simultaneous  
167 consequential impact on the managerial effectiveness.

168 III.

### 169 7 Research Method a) Research Design

170 Present research has been conducted by using before and after with control group type of research design.  
171 Research design can be better understood with the help of following table. To conduct the research a sample  
172 of 220 managers having experience of more than three years and working with various governmental and  
173 nongovernmental organizations was taken randomly on availability basis. Selected managers were tested for  
174 their capability of management and categorized as effective and ineffective managers. Subjects included in the  
175 category of effective managers were managers whose score was twenty percent more than the mean managerial  
176 effectiveness score. Ineffective manager's category included the managers whose score was twenty percent less  
177 than the mean managerial effectiveness score. After such categorization, subjects from effective and ineffective  
178 manager's categories were tested for need for achievement and risk adaptiveness.

179 After testing the subjects of the effective and ineffective manager's category for managerial effectiveness, need  
180 for achievement and risk adaptiveness, two groups were formed. From the effective manager's category a group  
181 of 20 such subjects was selected which were having high degree of need for achievement and risk adaptiveness.  
182 Similarly from the ineffective manager's category a group of 20 subjects was selected which were having low degree  
183 of need for achievement and risk adaptiveness. For deciding the high and low degree of need for achievement and  
184 risk adaptiveness, same this method two groups were formed each consisting of 20 subjects. First group of effective  
185 managers was having higher degree of managerial effectiveness, need for achievement and risk adaptiveness.  
186 Second group was also having 20 subjects with lower degree of managerial effectiveness, need for achievement  
187 and risk adaptiveness. The first group having the tendency of high managerial effectiveness, need for achievement  
188 and risk adaptiveness was declared as control group whereas second group i.e. the subjects having lower tendency  
189 of managerial effectiveness, need for achievement and risk adaptiveness was considered as treatment group. The  
190 treatment group was then given the "Behavior Modification Therapy" based upon the techniques of observation  
191 and suggestion for a period of four months. On completion of the therapy, after four months, both the control  
192 and treatment group were retested for managerial effectiveness, need for achievement and risk adaptiveness by  
193 using the same research tools. Pre and post treatment results and findings of treatment and control group were  
194 analyzed and compared. for achievement and risk adaptiveness respectively. The stability of items included in  
195 all scales used in the research has been measured by using Cronbach's alpha technique. The reliability of various  
196 scales was found 0.815, 0.910 and 0.722 for managerial effectiveness, need for achievement and risk adaptiveness  
197 respectively.

198 Collected data was analyzed by using various descriptive and inferential statistical techniques and methods  
199 to work out the results and findings for research. Statistical calculation and analysis was carried out with the  
200 help of SPSS software. Descriptive statistics such as mean and standard deviation etc. were used to analyze the  
201 results. Cronbach alpha coefficients and inter-item correlations were used to assess the internal consistency of the  
202 measuring scales. Karl Pearson correlation coefficient, coefficient of determination ( $r^2$ ), regression analysis  
203 and t test were used to find out inter and intra group and variable relationship analysis. Multivariate regression  
204 technique was also used to analyze the relationship among managerial effectiveness, need for achievement and  
205 risk adaptiveness.

206 IV.

### 207 8 Results and Findings

208 Results and findings for the research were obtained by using descriptive and inferential statistical techniques.  
209 Standard deviation measures the dispersion of individual scores around mean score of all the scores. Higher value  
210 of standard deviation with respect to mean score point out a wide spread of scores among data and considered  
211 as inconsistent data whereas low value of standard deviation shows the consistency of the data i.e. the scores  
212 of the subjects were scattered near to the mean score of the group. Table (3) depicts the values of coefficient  
213 of correlation, coefficient of determination and adjusted  $r^2$  calculated by using Karl Pearson method with t  
214 value, standard error and p value. The value of coefficient of correlation was found to be  $r = 0.764$  between the  
215 variables of Managerial Effectiveness & Need for Achievement and the  $r^2$  value between these two variables was  
216 found to be 0.583 with adjusted  $r^2 = 0.402$ , these values show a positive and significant relationship between  
217 the Managerial Effectiveness and degree of Need for Achievement. The t value between Managerial Effectiveness  
218 and Need for Achievement shown in the same table (2) was found to be ( $t = 3.59$ ,  $p = 0.031$ ) which supports  
219 the finding of positive and significant correlation between the Managerial Effectiveness and the degree of Need  
220 for Achievement.

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221 The value of coefficient of correlation between the variables of Managerial Effectiveness and Risk Adaptiveness  
222 was found,  $r = 0.809$  and the  $r^2$  value between these two variables was  $0.654$  with adjusted  $r^2 = 0.356$ , which  
223 again shows a positive and significant correlation between the Managerial Effectiveness and Risk Adaptiveness.  
224 The  $t$  value between these two variables i.e. ME & RA shown in the table (3) was found to be ( $t = 3.04$ ,  $p =$   
225  $0.048$ ) which supports the findings of a positive and significant correlation between Managerial Effectiveness and  
226 Risk Adaptiveness.

227 The value of coefficient of correlation among Need for Achievement and Risk Adaptiveness was found to  
228 be  $r=0.795$  and the  $r^2$  value between these two variables was found to be  $0.632$  with adjusted  $r^2 = 0.590$ ,  
229 this shows a positive and significant correlation between Need for Achievement and Risk Adaptiveness. The  $t$   
230 value between these two variables ( $t = 3.17$ ,  $p = 0.043$ ) also supports the findings of positive and significant  
231 correlation. Present research was an effort to find out the effect of enhancement in the tendency of Need for  
232 Achievement and Risk Adaptiveness upon the Managerial Effectiveness. So the subjects were divided into the two  
233 categories of Effective Managers and Ineffective managers on the basis of their managerial capabilities. Subjects  
234 scored 20% more than the mean Managerial Effectiveness score were taken as effective managers and subjects  
235 having Managerial Effectiveness score 20% less than the mean Managerial Effectiveness score were categorized  
236 as Ineffective Managers. Total 62 subjects were found Effective managers, 83 Ineffective managers and 75 were  
237 in others category. Subjects were further grouped on the basis of higher tendencies of N-ach &. 62 subjects  
238 selected as effective managers were further grouped on the basis of their higher tendency of N-ach and RA.  
239 Subjects among effective managers, who were having higher tendency of N-ach & RA i.e. who scored 20% more  
240 than mean N-ach & RA score values were grouped as effective managers group. Whereas from low managerial  
241 effectiveness category subjects with lower tendency of N-ach & RA i.e. who scored 20% less than the mean N-ach  
242 & RA score values were grouped as Ineffective Managers group.

243 Out of total 62 subjects of effective manager's group, 47 were found with higher tendency of N-ach & RA  
244 and from Ineffective manager's group of 83 subjects 60 subjects were found with lower tendency of N-ach & RA.  
245 Subjects selected so were asked to participate in the research and undergo the Behaviour Modification Therapy  
246 (for the treatment group) based on the observation and self suggestions and researchers instructions. Only 80  
247 managers from both the categories (53 from control group and 27 from test group) gave the consent to participate  
248 in the research. So, lastly two groups of 20 subjects each were formed both from the effective and ineffective  
249 managers on random basis by use of lottery draw.

250 Being the cross-sectional and longitudinal study, selected subjects were lastly divided into two groups i.e.  
251 Control Group and Treatment Group of 20 subjects each on the basis of degree of tendency for ME, N-ach  
252 & RA. Control group was formed of the subjects having higher tendency of ME, N-ach & RA and treatment  
253 group was formed of subjects with lower tendency of ME, N-ach & RA. Now the groups formed so, i.e. control  
254 and treatment group were re-tested for all the dimensions of ME, N-ach and RA and finding were tabulated in  
255 the Table (4). Table (5) presents descriptive statistical results of control and treatment group after application  
256 of treatment on subjects of test group only by using the techniques of observation and suggestion based upon  
257 the Behaviour Modification Therapy. After giving the treatment to the specified group, both the control and  
258 treatment groups were re-tested after a period of 4 months for the dimensions of ME, N-ach and RA. When the  
259 results of control group were compared (this group was not given any treatment) with their mean scores recorded  
260 four months back, there was no significant difference in the mean scores of this group even after the duration of 4  
261 months. Table ( ??) also shows that there was no significant difference between the mean score of ME, N-ach &  
262 RA among the control and treatment group which means that the managers performance of treatment group has  
263 improved because of positive impact of the Behaviour Modification Therapy. Comparison of score values shown  
264 at Table (4) and Table (5) exhibits that there was significant difference between the mean scores of pre-treatment  
265 and post treatment test results of treatment group for all the dimensions such as ??011) has also stated in his  
266 book that managers behavior can be changed by providing them with new knowledge for example in some aspect  
267 of their profession, by providing them with new skills, say in the area of human relations. From Table (5) Table  
268 (7) shows inter and intra group relationship between ME & RA among control and treatment group after using  
269 the treatment on test group. The results revealed that ME & RA were positively and significantly correlated  
270 ( $r_{cg} = 0.772$ ,  $r^2_{cg} = 0.595$  and  $r_{tg} = 0.801$ ,  $r^2_{tg} = 0.641$ ) among both the groups. The  $t$  values ( $t_{cg} =$   
271  $3.11$   $p = 0.028$ ,  $t_{tg} = 2.59$   $p = 0.044$ ) have also supported the findings. Table (8) shows inter and intra group  
272 relationship between N-ach & RA among control group and Treatment group after applying the treatment on  
273 test group. The results revealed that N-ach & RA were positively and highly correlated ( $r_{cg} = 0.753$ ,  $r^2_{cg} =$   
274  $0.567$  and  $r_{tg} = 0.695$ ,  $r^2_{tg} = 0.483$ ) among both groups. The  $t$  values ( $t_{cg} = 3.53$   $p = 0.043$ ,  $t_{tg} = 3.59$   $p =$   
275  $0.039$ ) also supported the results. The critical analysis of Table ( ??), ( ??) and (10) shows that the mean scores  
276 of need for achievement and risk adaptiveness have improved as a result of Behaviour Modification Therapy and  
277 accordingly this improvement in N-ach and RA has further improved the managerial effectiveness. Table (10)  
278 has also proved that there is significant impact of treatment on the test group (Treatment Effect = 34).<sup>1</sup>



Figure 1: Risk

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Treatment Group	Control Group	
Before treatment (X t1 )	Application of treatment Without treatment (Y t1 )	Treatment Effect
		(X t2 -X t1 ) -(Y t2 -Y t1 )
After treatment (X t2 )	Without treatment (Y t2 )	

Figure 2: Table 1 :

**2**

Variables	Managerial Effectiveness	Need for Achievement (N-ach)	Risk Adaptiveness
N	220	220	220
Min.	61	11	5
Max.	183	41	29
Range	122	22	14
Mean	135	30	16
Std. Dev.	30.53	5.72	2.03

Table (2) exhibits the statistical values of mean score, range and standard deviation calculated by using the data collected from 220 subjects (managers) chosen randomly on availability basis from different governmental and non-governmental organizations. Mean score values for Managerial Effectiveness (ME), Need for Achievement (N-ach) and Risk Adaptiveness (RA) were found to be 135 for ME, 30 for N-ach and 16 for RA. Higher value of mean score for ME, N-ach & RA indicates the higher tendency of psychological traits of Managerial Effectiveness,

Figure 3: Table 2 :

**3**

Variables	ME & N-ach	ME & RA	N-ach & RA
N	589	589	589
Pearson Correlation (r)	0.764	0.809	0.795
Coefficient of Determination (r <sup>2</sup> )	0.583	0.654	0.632
Adjusted r <sup>2</sup>	0.402	0.356	0.590
Standard Error	10.1824	3.1343	8.030
t value	3.59	3.04	3.17
P value	.031	.048	.043

Figure 4: Table 3 :

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[Note: A]

Figure 5: Table 4 :

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Figure 6: Table ( 4

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Groups	Variables	N	Min.	Max.	Range	Mean	Std. Dev.
Control Group	Managerial Effectiveness	20	166	182	16	177	1.15
	Need for Achievement	20	34	43	9	40	0.41
	Risk Adaptiveness	20	20	28	8	25	0.75
Treatment Group	Managerial Effectiveness	20	86	165	79	110	11.98
	Need for Achievement	20	13	35	22	25	2.05
	Risk Adaptiveness	20	7	22	15	14	1.56

Figure 7: Table 5 :

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between Managerial Effectiveness & Need for Achievement after Treatment Groups

	Control Group	Treatment Group
Pearson Correlation(r)	.872	.890
Coefficient of Determination (r <sup>2</sup> )	.760	.792
Adjusted r <sup>2</sup>	.657	.723
t value	2.10	3.16
P value	.032	.027

Table (6) shows inter and intra group relationship between ME & N-ach in between the results of pre and post treatment score values among control and treatment group. The results revealed that ME & N-ach were positively and highly correlated ( $r_{cg} = 0.872$ ,  $r^2_{cg} = 0.760$  and  $r_{tg} = 0.890$ ,  $r^2_{tg} = 0.792$ ) among both groups findings. The t values ( $t_{cg} = 2.10$   $p = 0.032$ ,  $t_{tg} = 3.16$   $p = 0.027$ ) also supported that there is positive and significant relationship between ME & N-ach.

Figure 8: Table 6 :

7

between Managerial Effectiveness & Risk Adaptiveness after treatment Groups

	Control Group	Treatment Group
Pearson Correlation (r)	.772	.801
Coefficient of Determination (r <sup>2</sup> )	.595	.641
Adjusted r <sup>2</sup>	.411	.631
t value	3.11	2.59
P value	.028	.044

Figure 9: Table 7 :

8

Groups	Control Group	Treatment Group
Pearson Correlation (r)	.753	.695
Coefficient of Determination (r <sup>2</sup> )	.567	.483
Adjusted r <sup>2</sup>	.503	.362
t value	3.53	3.59
P value	.043	.039

Figure 10: Table 8 :

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Groups	Control Group	Treatment Group
Pearson Correlation (r)	0.805	0.790
Coefficient of Determination (r <sup>2</sup> )	0.648	0.624
Adjusted r <sup>2</sup>	0.596	0.601

The interrelationship between Managerial Effectiveness, Need for Achievement and Risk Adaptiveness was calculated by using multivariate regression technique. Need for Achievement and Risk Adaptiveness were independent variables and Managerial Effectiveness was dependent variable. Coefficient of determination (r<sup>2</sup> cg = 0.648, adjusted r<sup>2</sup> = 0.596 and r<sup>2</sup> tg = 0.624, adjusted r<sup>2</sup> = 0.601) shows that Managerial Effectiveness is dependent on Need for Achievement and Risk Adaptiveness in both control group and treatment group.

Figure 11: Table 9 :

10

Treatment Group	Control Group	
Before treatment (X t1=73 )	Without treatment (Y t1=174 )	Treatment Effect
Application of treatment		(X t2 -X t1 ) -(Y t2 -Y t1 ) (110-73)-(177-174)
After treatment (X t2=110 )	Without treatment (Y t2=177 )	= 34

Figure 12: Table 10 :

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