Hello! Ethiopian Manager Be Positive

Dr. Rajasekhar Mouly Potluri¹  
Mangnale V. S.² Mr. Hailu Abiebie³

Abstract-The major purpose of this research paper was to explore the behavioral and managerial competencies of the Ethiopian Managers in view of their employees.

Methodology/Approach: This research paper reviewed the relevant literature on behavioral aspects of the human beings. Then, through structured questionnaire and active personal interviews with 500 employees of Ethiopian corporate sector, the researchers tried to look at the various behavioral patterns exhibited by the managers’ community. Along with the above, this study was also attempted to know the managerial competencies displayed at work by the Ethiopian managers in view of their employees. Collected data was analyzed by using SPSS and Microsoft Excel Software packages.

Findings: As per the opinions of Ethiopian employees, 33.50 per cent of their managers were viewing submissive behavioral and 46.17 per cent managers were exhibiting aggressive behavioral pattern while managing their organization. Most significantly, 20.33 per cent of Ethiopian managers only were containing positive attitude in handling the things in their companies. Related to measure their managers’ managerial competencies, Ethiopian employees expressed that only 26.93 per cent were competent.

Practical Implications: This research paper serves as a basis for Ethiopian managers to understand the opinions of their employees about their behavioral and managerial competencies which is an imperative source to indoctrinate them in developing positive behavior and also to improve their managerial skills.

Keywords-Submissive Behavior, Aggressive Behavior, Positive Behavior Managerial Competencies

I. INTRODUCTION

In the present day’s highly volatile environment, where survival and success are challenging, organizations in general and managers in particularly need to adopt a right blend of strategic planning and implementation to achieve organizational efficiency only by implementing right behavioral pattern. To achieve this, particularly managers need specific positive or assertive behavioral approach which is unique one when compared to the remaining two behavioral approaches viz. submissive, aggressive. With the help of this kind of positive behavioral approach only managers community can get sufficient managerial skills to take various decisions related to day-to-day business activity and most important one managing men under his control to get maximum productivity from them.

Conventionally, human beings are identified to act in three forms: Submissive, aggressive, and assertive or positive. As the name suggests, submissive behavior limits one’s actions to convinced thin limits. Such people often do job that they do not wish to do but are silently offended of the same. Against this, aggressive people correspond with others in an ‘uncivil-tone’ and march on others’ rights. It is barely the positive people who converse up or set up for themselves or others without diminishing someone else’s rights. Thus it is believed that positive behavior supports extremely in launching a climate that advances effective associations, though it may not always assure success in life.

II. TYPES OF HUMAN BEHAVIOR- SUBMISSIVE BEHAVIOR

People low in self-assurance considers that they are incompetent, their needs are not valuable and they deserve no thought or concern. They have a penchant to put down decision to fortune or to others. They hope to get all that they want but expect others to guess their needs and even arrange for them. Generally, they show the way to miserable life since-‘all peripheral dependence is sorrow’. They show an idiosyncratic body language of: shy posture; head bent to one side; avoid eye contact; coughing tensely; looking down, etc. Being of ‘self-depreciating’ nature, they work in order to avoid unpleasant situations, conflicts, and short-term confrontation; take no accountability for their actions; remain exposed to exploitation by others; remain lonely and suffer in silence and, in the process, they often don’t get what they would like (Das, 1998).

Submitive natures of managers are very frequently creating some kind of inconvenience to their peers, subordinates and customers. This creates relentless state of fatigue, annoyance, culpability, irritation, drawing limited respect from them as they are of no use to them either in directing them or in improving their performance. Such kind of managers can be pressed over by everyone including the customers, peers and subordinates and therefore, provide little administrative and moral support to their subordinates, who stick to organizational requirements. In a positive side, this class of managers most of the times has an excellent capability in all the angles particularly conceptual, planning, organizational and coordinating skills and mostly these are hardworking people. Only these lack the confidence towards their abilities. Because of some one or two minute

About¹ Department of Telecom Management Graduate School of Telecommunications & Information Technology Ethiopian Telecommunications Corporation P.O.Box:27160/1000 ADDIS ABABA, ETHIOPIA. Ph: 251 11 416 9900 (O); 251 11 416 8408 (R)  
Fax: 251 11 466 7679 e-mail: prrnouly@yahoo.co.in

About² Sinhgad Institute of Business Administration & Research Kondhwa (BK)Pune- 411 048, India. Phone: 91- 20 26933633 (Office) 91 9881476717 (Mobile) Fax No: 91-20 26933633  
e-mail: vs_mangnale@yahoo.co.in

About³Graduate School of Telecommunications & Information Technology Ethiopian Telecommunications Corporation P.O.Box:27160/1000 ADDIS ABABA, ETHIOPIA. Ph: 251 911 202514 (Mobile)  
(e-mail: abiebiehailu@gmail.com)
negatives in them, they are showing this submissive behavioral pattern. If any body provides support definitely they can instill confidence in them by covering their deficiency with the shore up of their hard work. These categories of managers are mostly sensitive people who don’t want to give any pains to others. This sort of idea establishes in their minds also one of the main reason for this submissive behavioral pattern.

Most of the time, these managers are exhibiting excessive degree of politeness because of this also most of the people are treating them as submissive ones. But every body should be clearly better to recognize the difference between politeness and incompetence in these managers. This kind of managers always takes decisions in consultation and participation with their close circles whether they may be in peers, subordinates. Because of the closeness with them, these managers discuss everything with them. Most of the times, these close circle people propaganda them as incompetent ones and expose them as most competent ones.

Most of the present day’s professionally managed corporations are recruiting this kind of conceptually strong human resources and providing excellent soft skills training to get the best from them.

III. AGGRESSIVE BEHAVIOR

In daily language we use the word “aggressive” to describe a person who may be successful in business, in sales, in sports and a variety of activities. Spoken this way, the word “aggressive” generally signifies a positive personality trait. However, in the field of psychology, the word “aggression” is largely confined to hostile behavior that has harmful consequences. The adjective form “aggressive” generally signifies a positive activity, but the noun form of that word, “aggression,” is generally used to indicate something that has a negative outcome, like destructiveness, violence and crime (Franken, n.d.) “Aggression is a form of social behavior within everyone’s repertoire. Accordingly, attention needs to be focused on the features that serve to keep its manifestations within acceptable bounds.” (Rutter, 1985)

Aggressive behavior directed towards the goal of harming another living being who wishes to avoid such treatment (Baron, 1996). This is a variety of behavior in which one utters views/feelings in a way that penalizes, intimidates or puts the other person down. The aim of this behavior is simply by hook or cook to achieve their target even if it is done by being cynical and harsh towards others. They feel sanctimonious, controlling and superior. These kind of managers often close to people who are working and pointing their work whether that may be right or wrong and using a loud tone to highlight/point the work. They do not respect others’ rights. They have only one statement that is: “Do what I say or leave the organization!” Essentially, most of mankind’s problems arise from a general lack of knowledge about the control of aggression.

Aggressive managers are acknowledged to gain a sense of dominance out of aggression. It allows them to get the anger off their chest. By being aggressive, they feel that they are implementing control over the branch and believe that they get what they want, at others’ expenses. They fail to realize that in the process of being aggressive, their future transactions with others become more difficult and they will meet with hostile responses.

Relaxing and unwinding become a distant dream for such aggressive managers even after they overcome they anxiety in a particular situation. Aggressive managers make their colleagues feel embarrassed/devalued/hurt; make them unfriendly/angry; offended, troubled/panic the aggressor; and mutely work for revenge. The net result is poor organizational productivity. This kind of managers centralizes power in him and takes all decisions without consulting the peers or subordinates. These dominate and drive his group through coercion and command. These classes of managers loves power and never delegates authority. These kind of aggressive attitude managers give orders and expect the subordinates to follow them willingly and unquestioningly and uses carrot and stick approach to direct the employees. Sometimes just to cover their inefficiency; these managers use their voice to control the activity to cover up their egoistic nature. In this modern day’s this aggressive behavioral attitude from the managers won’t accept by any class of employees because of their education as well well-organized nature.

IV. ASSERTIVE OR POSITIVE BEHAVIOR

Albert and Emmons (1971), define assertive behavior as an open and flexible behavior, genuinely concerned with the rights of others, and at the same time able to establish very well one’s own rights. Most important positive traits are: courage, goodness, honesty, truthfulness etc. These traits are virtues because they further altruistic ends (Roback, 2000).

Being assertive includes:

- valuing yourself and believing that you have the right to express your opinions
- and get your needs met
- being willing to share yourself with others, rather than holding everything inside
- respecting the rights and needs of others
- being able to choose how to respond to people or situations
- feeling okay about yourself, your needs, and actions (Andrews et.al. 1994)

A positive manager can tell people what he wants, and deal with them confidently without threatening them. A positive manager exhibits the ability to cope with other’s manipulation and criticism without responding to counter-criticism with hurt feelings, guilt or shame. He will make requests and state points of view in a confident, straightforward manner without getting loud, annoyed or angry even with the union leaders. He cooperates with others in solving problems at an adult level so that both the parties can share the thinking process and get most of what they want. Being positive does not mean that a manager cannot freely and effectively refute, support or enhance others’ views. It simply enables him to say ‘yes’ or ‘no’ or ‘may be’. Thus, assertiveness means voicing one’s opinion, observation or concern without diminishing others’ rights. That is how a positive manager always remains in control of
himself while drawing the full attention of all those with
whom he interacts. This ability of a positive manager to
communicate with others so as to draw them in and enlist
subjected to severe pressures from different macro as well
micro environmental elements. In this juncture, they need
greater degree of concentration, patience, and mental
balance to be a positive attitude manager. To face constant
business challenges and pressures effectively, a manager
who desires to deliver best to his organization always opts
for assertiveness training. In Assertiveness Training the
person learns the importance of believing in fairness and
good relations. The success of Assertiveness Training lies
in several additional factors, but the most important is to
believe in maintaining a relationship. That means suppressing volatile hostility, and replacing it with behavior
and words which claim what you want (Alberti and
Emmons, 1994).

V. Research Methodology

The main objective of the research was to recognize the
behavioral and managerial competencies of the Ethiopian
Managers in view of their employees.

Due to the wide geographical coverage and large population
of the study, the scope of the research was limited only to
500 Ethiopian employees randomly selected from both
public and private sector also covered both manufacturing
and service sectors companies. The researchers prepared a
questionnaire with two parts. First part contained the
questions under the six heads like speech, look, manner,
behavior, treatment of rights and image to measure the
behavioral tendencies, and the second part also contained
questions related to another six parameters like planning,
organizing, staffing, directing, coordinating, and controlling
to measure the managerial competencies of Ethiopian
managers.

The sample frame for this study selected was only those
employees who are working in and around the country’s
capital Addis Ababa. The sample size was 500 employees
which were randomly selected both from the public and
private sectors also covered from manufacturing and service
industries. Mostly these were selected based on the issues
like proximity, willingness and the appointments available
from the employees for the collection of information. The
major limitations for this research study were the number of
employees chosen only from Addis Ababa Administrative
Council, other parts of the Ethiopia employees were not
their support helps the manager achieve his objectives
effectively. It is highly difficult to be a positive manager all
the times because modern day’s professional managers are
considered and the study was also limited only to collect the
opinions of employees on their managers’ capacities. This
research never tried to collect the opinions of either
managers or top management of the organizations.

Evaluating and collecting data was an uphill task as the
researcher tried to collect the data from different classes of
Ethiopian employees who are working and living in
different areas of Addis Ababa, the Ethiopia Capital. The
researchers administered a two part questionnaire, first part
consisted six questions related to know the behavioral
tendencies and the second part also consisted another 6
questions related to measure the managerial functional
competencies of Ethiopian managers. The entire
questionnaire was made available for respondents in both
English and local language (Amharic) to give a greater
clarity and clear understanding. The questions enabled
research participants to express their opinion on their
managers’ behavioral patterns and functional abilities.
Along with the questionnaire, the researchers also collected
casually the reasons for their opinions. The method of data
collection was convenience type. Questionnaires were
given physically to only willing employees and collected
within the shortest time possible. Collected data was
analyzed based on the consistency with research questions
and objectives and the understanding and judgments of the
researchers. The collected data were summarized, coded
and manipulated by using Statistical Package for Social
Scientists (SPSS) and Microsoft Excel. The collected and
analyzed data were presented in tabular forms and the
informally collected reasons from employees’ mentioned in
findings and discussion part.

VI. Findings and Discussion

The researchers forwarded questions related to speech, look,
manner, behavior, treatment of rights, and image to know
the views of Ethiopian employees’ towards their managers
behavioral patterns. And in the second part of the
questionnaire, the researchers raised the questions related to
managerial functions of a manager viz. planning,
organizing, staffing, directing, coordinating, and controlling
to know the managerial competencies of Ethiopian
managers.

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Submissive</th>
<th>Aggressive</th>
<th>Positive</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Figures</td>
<td>%</td>
<td>Figures</td>
<td>%</td>
</tr>
<tr>
<td>1. Speech</td>
<td>125</td>
<td>25</td>
<td>225</td>
<td>45</td>
</tr>
<tr>
<td>2. Look</td>
<td>165</td>
<td>33</td>
<td>200</td>
<td>40</td>
</tr>
<tr>
<td>3. Manner</td>
<td>165</td>
<td>33</td>
<td>225</td>
<td>45</td>
</tr>
<tr>
<td>4. Behavior</td>
<td>175</td>
<td>35</td>
<td>265</td>
<td>53</td>
</tr>
<tr>
<td>5. Treatment of rights</td>
<td>200</td>
<td>40</td>
<td>270</td>
<td>54</td>
</tr>
<tr>
<td>6. Image</td>
<td>175</td>
<td>35</td>
<td>200</td>
<td>40</td>
</tr>
<tr>
<td>Average Percentage</td>
<td>33.50</td>
<td>46.17</td>
<td>20.33</td>
<td></td>
</tr>
</tbody>
</table>
**Submissive Behavioral Pattern:** As per the opinion of 500 Ethiopian employees, only 33.50 percent of their managers were showing submissive behavioral pattern while managing in the organization. These respondents furnished some clues related to their managers’ submissive behavior like they were speaking unclearly at the time of delegation of information and sometimes they were not clear about what they were telling and while giving information or talking with people they were looking somewhere. Related to manner, these submissive managers’ were frequently saying apologizes and most of the times their behavior was in escaping mood from the responsibilities. And related to treatment of employee rights, Ethiopian employees expressed total satisfaction towards their managers and even some times they were surrender their own rights also based on the request of their peers or subordinates. Finally, their image was like a doormat, means everybody touches it just to remove their dust. In the organizational context, it means these submissive managers always helpful and supportive for every employee in their organization but when intricate situation came, every one tried to throw a stone on him.

In the researchers casual interviews, some employees expressed reasons for this kind was only lack of confidence in their technical, managerial, conceptual capacities, lack of communication skills, inferiority complex, shyness, mostly defaming them by the core group people etc. Here these core group people treated manager’s consultation as a sign of incompetence to deal with problems and led to slander them in front of others. Finally, because of the basic nature of the Ethiopians i.e. friendly and helpful, they expressed sympathy towards this kind of managers and ready to extend their cooperation at any extend. Apart from this, most of the employees believed these were hard working, customer centric, cooperative and result oriented people. Their main objective is to provide maximum benefit to customers or employees even by taking some pain for them.

Rather than to get the things with others sympathy, these managers’ should practice clearly what they want to speak with his peers and subordinates and even with his superiors. And always look at the eyes of the opposite person to convey his feelings in a relaxed mood. Most significantly, these managers’ should concentrate on improving all the basic skills required to deliver the best for their positions. They have to be too specific in their communication and better to avoid complaing, always better to give directions to their employees with great confidence. If these managers practices all this, they would be major asset to the organization because of their hard working, result focus, team work abilities. Finally, the problem is in their minds not in their capacities.

**Aggressive Behavioral Pattern:** The study respondents uttered approximate 46 per cent of their managers’ were demonstrating aggressive behavioral pattern in completing the work from the employees. These respondents provided different hints related to managers’ aggressive behavior like they were speaking loudly at the time of passing the information and some times they were scolding without any specific reason and while giving instructions or talking with people they were looking stares. Related to manner, these aggressive managers’ were constantly tried to find faults in everybody’s work and always in a mood to fight with others. And related to treatment of employee rights, Ethiopian employees expressed total displeasure and frustration towards these managers and sometimes they reported matter to their unions also. Finally, their image was like a steam roller, means every time flush out the steam with lot of heat and in organizations also these managers always in an angry mood and ready to burst on employees without any specific reason.

Majority of the respondents said that some peculiar reasons like just to cover their inabilities, these managers’ were shouting on others without proper reason, and to demonstrate their power and authority, superior nature, etc. These kinds of managers’ adores power and never delegates authority but blaming others for the failure in completion of job. Aggressive managers always in a mood to dictate terms and conditions for every employee in the organization but most of the times this leads to conflict with employees. These managers were suffering with ego problems and to satisfy their ego, these were behaving like this. Finally, Ethiopian employees were in frustration, low morale and some times this led to conflict among subordinates also. If any manager exhibits this behavior pattern, it is not possible to get the full potential from the employees. Most of the times, employees are monotonous and some times this also increases employee turnover. Apart from this, some of the employees believed that aggression is required to quickly complete the work and also more useful when managing less competent subordinates.

**Positive Behavioral Pattern:** As per the estimation of total sample of Ethiopian employees, meager 20.33 per cent of their managers’ were exhibiting positive behavioral pattern while getting the things done in the organization. Ethiopian employees identified some evidence related to their managers’ positive behavior like these were very normal, cool and straight to the point while giving oral or written instructions to their employees and very straight forward and polite towards workers. Related to behavior, these were always engaged themselves on various job elements and these were very concerned about employees’ rights, if requires, with the expense of their own rights, these are ready to safeguard the employees. And these managers image was like a pillar, which means these were ready to offer extraordinary support to all classes of employees to stand in their situation.

In the researchers’ relaxed interviews, most of the employees stated innumerable number of reasons on their most favorable managers was like confident, clear, and straight to the point and more cooperative to all classes of employees in achieving their responsibility. Apart from this, they were more helpful and two-way in solving problems at work. Most of the employees were clearly identified the decentralization of authority and allows the subordinates to share his power and always these were in a mood to take decisions in consultation with peers, superiors, and subordinates. All the times these were encouraging freedom of thinking, and expression among all levels of employees. Ethiopian employees strongly believing on
these managers’ working style as well their capabilities like team work, result focus, personal effectiveness, business understanding, customer orientation etc. Finally, based on the deficiencies in the behavioral patterns of both submissive and aggressive, and also good features or traits in the positive approach, every Ethiopian manager should personally evaluate their existing behavioral patterns with the help of psychologists and tries to develop positive behavior with careful identification of his rights in the organization and must at the same time accept the responsibility for shielding or honoring all classes of employees' rights.

Table: 2

<table>
<thead>
<tr>
<th>Managerial Functional Parameter</th>
<th>Competent Fig.</th>
<th>%</th>
<th>Incompetent Fig.</th>
<th>%</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Planning</td>
<td>90</td>
<td>18.00</td>
<td>410</td>
<td>82.00</td>
<td>500</td>
</tr>
<tr>
<td>2. Organizing</td>
<td>215</td>
<td>43.00</td>
<td>285</td>
<td>57.00</td>
<td>500</td>
</tr>
<tr>
<td>3. Staffing</td>
<td>70</td>
<td>14.00</td>
<td>430</td>
<td>86.00</td>
<td>500</td>
</tr>
<tr>
<td>4. Directing</td>
<td>83</td>
<td>16.60</td>
<td>417</td>
<td>83.40</td>
<td>500</td>
</tr>
<tr>
<td>5. Coordinating</td>
<td>180</td>
<td>36.00</td>
<td>320</td>
<td>64.00</td>
<td>500</td>
</tr>
<tr>
<td>6. Controlling</td>
<td>170</td>
<td>34.00</td>
<td>330</td>
<td>66.00</td>
<td>500</td>
</tr>
<tr>
<td>Over all result in percentage</td>
<td></td>
<td>26.93</td>
<td></td>
<td>73.07</td>
<td></td>
</tr>
</tbody>
</table>

**Competent Managers:** In view of the total 500 Ethiopian workforce, only 26.93 per cent of their managers’ were competent in their planning, organizing, staffing, directing, coordinating, and controlling capacities. In our qualitative research, Ethiopian employees have given impressive information like sound planning with careful analysis of all the influential elements and treated this one as a uninterrupted process with superb integration of all the remaining functional actions under his control. Related to organizing, employees expressed two issues connected to confident designing and introduction of organizational structure and rational delegation of responsibility and authority. And in the opinion of their employees, these competent managers were showing expertise in placing the right man in the right job. Ethiopian employees were totally pleased with the continuous directions with greater clarity and in advance time from these managers’. Apart from this, Ethiopian employees clearly observed another important ability in this kind of managers’ i.e. coordination and control. These managers as per the opinion of their employees were showing positive attitude in coordinating both intra-departmental and inter-departmental actions with his careful planning and communicating the matters in time, frequent follow-up, and related to controlling, these managers established well, and rationally defined standards for every activity, introduction most sophisticated and rationale methods for measuring performance of every class of employee, and comparing these two results and identify the possible deviations with greater fairness, and finally correct the system with his conceptual, technical, administrative, functional capabilities. Employees never expressed any displeasure on these managers’ functional abilities.

**Incompetent Managers:** In the opinion of Ethiopian employees, 73.07 percent of their managers’ were incompetent in delivering their functional abilities in the organization. Most of the respondents whispered innumerable number of reasons on managers’ incompetence. As per the belief of employees, these managers totally failed in giving in advance information about the things done from the employees. Most of the times, they are failing in estimating the various premises which will severely affect the planning process. And even they don’t have proper integrating and analyzing skills related to planning. Related to organizing abilities, they were designing and introducing poor organizational structure and following irrational process to delegate responsibility as well authority and associated with staffing, these managers were very pitiable understanding about their employees’ skills, knowledge, abilities, dexterities, experience, and educational, cultural, social background which result in failure of the placing the right employee in the right job. In association with managerial functions like coordination and controlling, these managers’ were very unfortunate understanding and too casual in this area. Because of these managers’ casual and egoistic nature, and failure in communicating the information to the required work spots, the entire department’s activities were severely hampered. And at the time controlling the elements, these managers’ were following simply irrational methodology for setting standards, measuring actual performance of employees, comparison, identification of deviation and even at the time of introduction of corrective measures also. Based on the strong beliefs of the Ethiopian workforce, managers’ of this kind should be better to change and participate in training programs for refreshing their managerial functional abilities to get the maximum productivity from every resources.
under their control in general and from human resources in particular.

**Managerial Implication:** The current study presents insights to both Ethiopian managers and also to academicians in the country to understand the key opinions of the country’s workforce on their managers’ behavioral and managerial functional capacities. Based on these opinions managers’ should be better to once again review their existing behavioral style and better to develop or practice positive nature which is imperative to get the utmost productivity particularly from the human resources. No one is perfect in this world. Even positive managers also have some deficiencies, based on the pressure situations these will come out. And if possible, participate in assertiveness training to build up and practice these kinds of skills. Ethiopian corporate sector also should introduce special training facilities in this behavioral aspect. In association with managerial functional abilities, Ethiopian managers’ should frequently refresh their functional abilities by closely monitoring various micro as well macro business environmental elements. They have to be once again checking the basics and improve these functional abilities with latest developments and also should be rational in their every aspect while implementing every plan, policy, program, and strategy. Based on the majority of the employees’ views, Ethiopian managers’ should be better to introduce sound planning process with cautious analysis of all the premises to integrate the entire activities of both intra-department and inter-department. In organizing the doings, based on his organization’s requirements and things to be completed, they should be choose most suitable structures in the available ones and while delegating the responsibilities and authority also should be always rational and consider every employee background. In connection with the functions like staffing, directing, coordinating, and controlling, they have to be considered latest developments in world corporate sector and call for changes as per the local requirements. This means think globally and act locally.

**VII. Conclusion**

In conclusion, the researchers evidently identified the match between the views of Ethiopian employees on their managers’ behavioral and managerial functional competencies i.e. majority of the Ethiopian managers’ were demonstrating either submissive or aggressive behavioral patterns which were not suitable to the present business environment and also not competent in their managerial functional abilities. Particularly, based on the negative opinion of Ethiopian workforce, managers’ community in Ethiopia should give attention to practice positive attitudinal displays and also increase their managerial functional abilities which would be beneficial to their personal career as well to the organizations. So to be positive, one needs to constantly think of being positive. Only such positive behavior and managerial functional ability can ensure efficiency in actions of every manager in the world. Such behavior from the managers makes every employee nurture positive approach and in the end, makes the organization effective in its quest of corporate goals. At the personal level too, an individual enjoys better relations with others by high caliber of his positive approach and to that extent his ‘quality of life’ stands enhanced.

**VIII. References**

7) http://www.lifeskillstraining.org/assertiveness.htm