

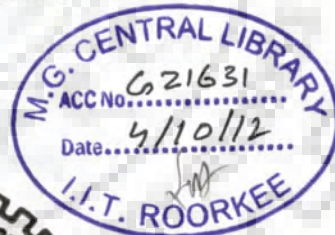
# WORK VALUES AND ORGANIZATIONAL JUSTICE AS PREDICTORS OF MANAGERIAL EFFECTIVENESS

**A THESIS**

*Submitted in partial fulfilment of the  
requirements for the award of the degree*

*of*  
DOCTOR OF PHILOSOPHY  
*in*  
MANAGEMENT STUDIES

*by*  
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## CANDIDATE'S DECLARATION

I hereby certify that the work which is being presented in this thesis entitled **WORK VALUES AND ORGANIZATIONAL JUSTICE AS PREDICTORS OF MANAGERIAL EFFECTIVENES** in partial fulfilment of the requirements for the award of the Degree of Doctor of Philosophy and submitted in the Department of Management Studies, Indian Institute of Technology Roorkee, Roorkee, is an authentic record of my own work carried out during the period from January, 2008 to February, 2012 under the supervision of Dr. Renu Rastogi, Professor and Dr. Pooja Garg, Assistant Professor, Department of Humanities and Social Sciences, Indian Institute of Technology Roorkee, Roorkee, India.

The matter presented in this thesis has not been submitted by me for the award of any other degree of this or any other Institute.

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This is to certify that the above statement made by the candidate is correct to the best of our knowledge.

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## ABSTRACT

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The management discourse has increasingly focused on the performance of the organizations to meet the challenges of global competition. The performance can be enhanced when organizations tend to restructure the process and policies through increased managerial effectiveness. Infact, we can say that managerial effectiveness is an important factor for the accomplishment of organizational goals and has been conceptualized in terms of competencies, satisfaction and conflict resolution, need fulfillment and recognition.

Earlier, managerial effectiveness has been studied in terms of personality, communication, cultures and occupational factors. But not from the perspective of work values and perception of justice in the workplace. Work values (altruism, esthetics, creativity, management, prestige, achievement, way of life, surroundings, supervisory relations, intellectual stimulation, economic returns, security, independence, variety and associate) and perception of justice at workplace (distributive, procedural and interactional justice) lubricates the psychological fabric of the organization and enhances managerial effectiveness in terms of activities of the position, achieving the results and developing further potential. Further, perception of justice and work values in workplace determines the positive behavior patterns along with emotional and cognitive balances while perceiving the jobs calling and enjoying. The present study has carved the niche which focus on values and justice as one of the significant aspects in management discourse leading to managerial effectiveness.

The purpose of the present research is to explore the effect of work values and organizational justice on managerial effectiveness. The study has been conducted on a sample of 300 managers. The participants were chosen as purposive convenient sampling. The analysis

of the data is pertinent to Pearson's  $r$  and Stepwise Multiple Regression Analysis, to examine the effect of work values and perception of justice on managerial effectiveness. In addition, to examine the factor structure of the measures taken up in the study, scales were subjected to Principal Component Analysis (PCA) with Kaiser's Varimax Rotation. To sum up, the analyses have been conducted using SPSS 15.0 version for Pearson's Correlation, Stepwise Regression Analysis and Factor Analysis.

The results have indicated a positive and significant relationship of work values and organizational justice with managerial effectiveness. The findings have supported the nascent viewpoint that work is central to an individual's life and perception of work values and justice energizes individual to work in a specific direction, resulting managerial effectiveness.

The study provide valuable implications for the practioners, researchers and management body to better understand the psychological needs and workplace expectations of managers where they experience greater meaning and personal development from their work and would prefer to call their work enjoyable and socially useful while the fulfilling their personal aspirations with increased effectiveness.

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I highly appreciate the cooperation and affection extended by all the faculty and staff of Management Department, IIT Roorkee, which has made my stay very productive and beneficial here. My friends in the department deserve my warm thanks for their wonderful helping attitude, and for providing a jovial environment at the workplace.

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(GEETA RANA)

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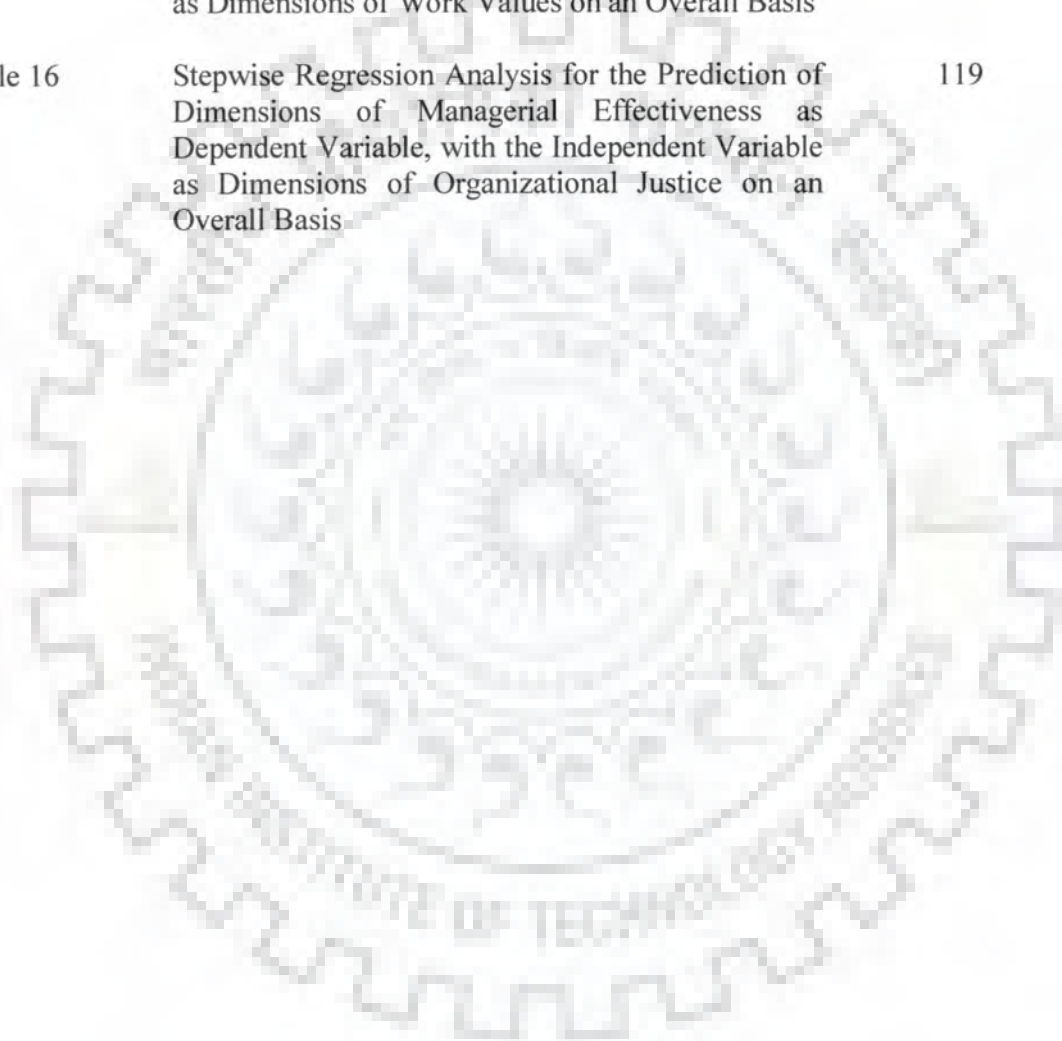


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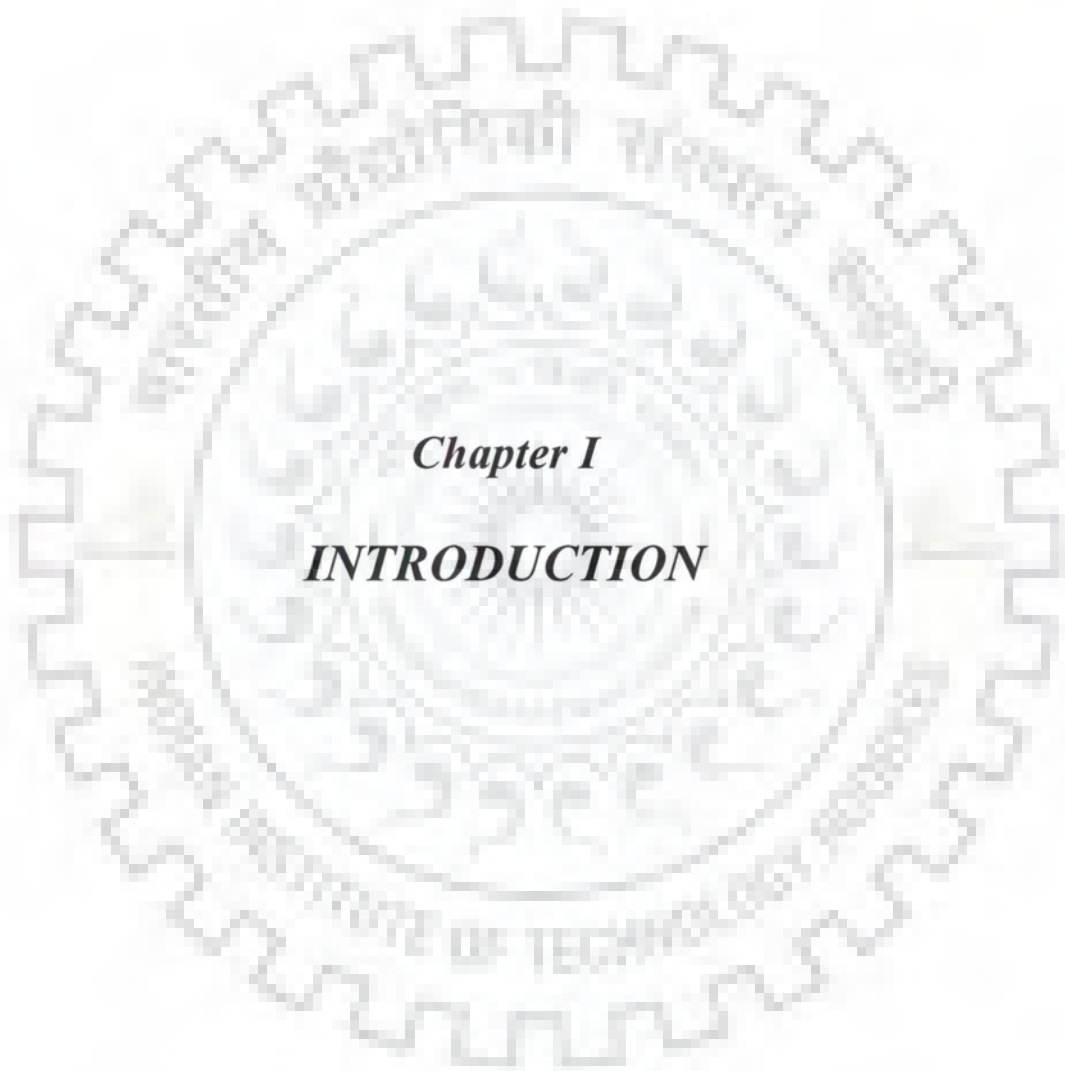


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*Chapter I*

**INTRODUCTION**

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## INTRODUCTION

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Managerial effectiveness has been one of the most significant aspects in the management discourse. The functioning of an organization largely depends upon several remarkable components and the manager indeed occupies the central role for the accomplishment of organizational goals. Organizations tend to retain their effectiveness through effective managers who are expected to have decision making skills and the ability to face fierce competition in a highly competitive environment. For this, managerial effectiveness plays a major role and is contingent upon the combination of personal, organizational and environmental factors (Analoui, 2007).

Managerial effectiveness is an important factor for the accomplishment of organizational goals and has been conceptualized in terms of competence, satisfaction, conflict resolution, need fulfillment, value realization and recognition (Srivastava & Sinha, 2007).

Managerial effectiveness has been identified through three factors. First, it involves an individual's competencies, which includes a set of knowledge, skills and abilities (Shipper et al. 2003). Second, this encompasses motivation to do the job and third entails factor related to the work environment which facilitate in performing the job effectively (Sethi & Nicholson, 2001). Earlier, factors such as organizational structure, reward system, occupational variables, safe working conditions, job satisfaction and commitment had a significant motivational factor which influenced managerial effectiveness. But in the present scenario these aspects have become mundane and can be highlighted that certain factors such

as perception of justice and work values play a significant role to achieve managerial effectiveness. Work values and justice can be stated as the demand of the present scenario to meet the competitive edges while considering managers as human beings and developing potential to exercise work values and justice to attain managerial effectiveness.

Work values significantly influence managerial effectiveness as values have cognitive, affective and behavioral dimensions that are closely linked to motivation and satisfaction. McEwan (2001) has defined as the principles or standards that people use, individually or collectively, to make judgments about what is important or valuable at work.

Kluckhohn & Strodtbeck (1961) have defined value as “a conception, explicit or implicit, distinctive of the individual or characteristic of a group, of the desirable behavior which influences the selection from available modes, means, and ends in actions.” The knowledge of work values help in selecting workers, whose motives match with the situation, and reinforcing those values among the workers. Work values are responsible for enhancing managerial effectiveness through work related beliefs, personal dispositions, and attitudes that shape managerial behaviors (Chatterjee & Pearson, 2000; Corney & Richards, 2001; Harpez, 1990; Lundberg & Peterson, 1994).

In-fact, researches suggested (Mitra et al. 1992) that when an individual fails to use his work values in a particular job, it leads to feelings of dissatisfaction that may cause them to withdraw from work through absenteeism or tardiness (Locke, 1976) and may lead to counterproductive behaviors (sabotage, whistle-blowing etc.).

Furthermore, discrepancies between work values and the work environment are a major restriction on career development (Greenhaus et al. 1983). There are other reasons why work values are important to managerial effectiveness. Firstly, work values are generally



stable and enduring, and not easily changed by the organization's socialization process (Revlin & Meglino, 1989). This inner driving force may help to explain job maladjustment, especially when there are discrepancies between personal work values and work environments. Secondly, in contingency with work values they prefer to work accordingly and fulfill personal aspirations which exert stronger influences on the work characteristics (Tans & Feij, 2001).

A mismatch between the individual and the environment in terms of work values may result in psychological distress that in turn may have negative consequences on human resource management. Thus, work value adjustments should be a major concern to human resource management practitioners. Earlier, the studies have tried mostly to link work values with job attitudes and its relationship with job dissatisfaction, communication, turnover and personal factors but less has been concluded about the relationships between work values and managerial effectiveness. There is a dearth of studies that adequately test theoretically and empirically grounded relations between work values and managerial effectiveness.

Another construct that has been taken up in the study while considering managerial effectiveness is organizational justice, which is also an essential nutriment for delineating the effectiveness of managers. When managers perceive an organization to be fair, they react positively to the organization and show effective willingness to work with competitive advantage and better productivity that leads to organization's effectiveness. Greenberg (1993) has defined organizational justice that refers to the fairness of decisions made by authorities, in respect to the outcomes and implementation of the procedures. In a more comprehensive manner, we can say that perception of justice within organizations (Distributive justice, Procedural justice and Interactional Justice) leads to high levels of job

satisfaction, commitment, reduced turnover intentions and attenuation of counterproductive behavioral and cognitive dissonance.

Further, we can say that the concept of organizational justice can be a key issue for managers in order to perform effectively in a highly competitive global economy, while fostering managerial effectiveness (Fernandes & Awamleh, 2006) through fair and ethical treatment. With respect to the managerial effectiveness in organizations, the previous researches have examined the impact of justice perceptions on outcomes such as job satisfaction, organizational commitment, organizational citizenship behavior, productivity and withdrawal behaviors that consistently illustrate the importance of justice in the workplace (Charash & Spector, 2001; Colquitt et al. 2001; Viswesvaran & Ones, 2002). But little is known about the extent to which perception of justice contributes to managerial effectiveness in terms of activities of the position, achieving the results and developing further potential.

The discussion can be extended with the viewpoint that managers from different socio-cultural backgrounds have different expectations and value systems at workplace, which influence fair and ethical decision making process while acknowledging their personal responsibility for the outcomes of these decisions. Therefore, this becomes imperative for an organization to understand the significance of justice and discover the negative consequences for the manager who fails to attend both social and structural elements of the just and fair treatment while empowering managerial effectiveness. Therefore, managerial effectiveness within organizations can be expressed by shifting the focus towards fair evaluations at workplace and by pursuing patterns of work values. This would establish a behavioral pattern

and a linkage between value orientations and judicious behavioral patterns while fostering managerial effectiveness.

With a viewpoint that prevalence of distributive, procedural and interactional justice along with work values, managers experience positive feelings about work, which results in effectiveness of managers, along with emotional and cognitive balances and frequent positive effects of joy, fulfillment of security and achievement which lead to managerial effectiveness at apex. With the dyad and dynamic combination of work values and organizational justice, it has been intuitively believed that this combination can definitely lead to establishment of job satisfaction-performance framework, wrapped up with the sheath of the sense of managerial effectiveness.

The present research is an attempt to study the relationship of work values and organizational justice with managerial effectiveness for creating a healthy and productive workplace to deal in a competitive business environment.

## **1.1 CONCEPT OF WORK VALUES**

Work values have been of concern to social scientists as early as 1930s (Spates, 1983) and research on values is among the few areas that enjoyed appeal in disciplines such as psychology, sociology, political science, anthropology, and economics . In order to analyze the work values domain systematically, an attempt has been made to define its essential facets. It can be defined as workers personal convictions about what one should accept from work and how one should behave at work (Karabati & Say, 2005). Work values are viewed as a major component of organizational culture and are often described as principles responsible for successful management of organizations (Tayyab & Tariq, 2001).

Work values can be broadly classified into intrinsic work values and extrinsic work values. Intrinsic work values are related to the consequences of work such as interesting and challenging work, opportunity to learn new things, responsibility, autonomy and creativity and extrinsic work values are related to high pay, job security, job benefits, social contacts, family and status. Intrinsic and extrinsic work values do impact upon job satisfaction and therefore impact on managerial effectiveness. Thus, values are important to the study of organizational behavior as they lay the foundation for the understanding of attitudes and motivation of managers.

Various studies have developed a multitude of conceptualizations of work values and have developed instruments to measure what they define as work values. Table- 1 provides a depiction of these studies:

<b>Table-1. Relevant scales and dimensions of work values</b>		
<b>Author</b>	<b>Work Value Scale</b>	<b>Dimensions of Work Values</b>
Ginzberg et al.(1951)		1. Intrinsic work values: interesting, useful to society, challenging, achievement, independence, creativity, and the inside satisfaction of employees 2. Extrinsic work values: pay, promotions, job security and prestige. 3. Concomitant values: social relations (supervisory relations).
Blood (1969)	Protestant Work Ethic - PWE (8 items)	1.Pro-Protestant ethic 2.Non-Protestant ethic
Super (1970a)	Work Values Inventory - WVI (45items)	15 dimensions: altruism, esthetics, creativity, intellectual stimulation, achievement, independence, prestige, management, economic returns, security, surroundings, supervisory relations, associates, way of life and variety.
Wollack et al. (1971)	Survey of Work Value - SWV (54 items)	1. Intrinsic aspects of work: pride in work, job involvement and activity preference 2. Extrinsic aspects of work: attitude toward earnings and social status of job 3. Mixed characters: upward striving and responsibility to work.
Hales & Fenner (1972)	Ohio Work Values Inventory - OWVI (77 items)	11 dimensions: altruism, object orientation, job security, control, self-realization, independence, money, solitude, task satisfaction, idea or data, prestige.

Author	Work Value Scale	Dimensions of Work Values
Rokeach (1973)	Rokeach Value Survey	<p>1. Terminal values: a comfortable life, an exciting life, a sense of achievement, a world at peace, equality, family security, freedom, happiness, inner harmony, mature love, pleasure, salvation, self-respect, social recognition, true friendship, and wisdom</p> <p>2. Instrumental values: ambitious, broad-minded, capable, cheerful, clean, courageous, forgiving, helpful, honest, imaginative, independent, intellectual, logical, loving, obedient, polite, responsible, and self-controlled.</p>
Miller (1974)		<p>Intrinsic: altruism, esthetics, creativity, intellectual stimulation, achievement, and management</p> <p>Extrinsic: independence, prestige, economic returns, security, surroundings, supervisory relations, associates, way of life, and variety.</p>
Kalleberg (1977)		<p>1. Intrinsic work value</p> <p>2. Extrinsic dimensions: convenience, financial, relationships with co-workers, the opportunities the job provides for a career, and resource adequacy.</p>
Lofquist & Dawis (1978)	Minnesota Important Questionnaire - MIQ (210 items)	12 dimensions: ability utilization, achievement, activities, compensation, independence, security, variety, work condition, advancement, authority, recognition, status, co-worker, moral values, social service, company policies, supervision of human relations, creativity, responsibility and supervision of technical skills.
Jurgensen (1978)		10 dimensions: security, hours, pay, benefits, working conditions, advancement, type of work, company, co-workers, and supervisor.
Pryor (1979)	Work Aspect Preference - WAPS (52 items)	13 dimensions: self development; security; independence; creativity; helping others; supervision; money; prestige; friendships; physical activity; detachment; life style; environment.
Hofstede (1980)	Value Survey Module - VSM (31 items)	4 dimensions: power distance, uncertainty avoidance, individualism and masculinity.
Elizur (1984, 1996)		<p>1. Modality of the outcome: material or instrument (i.e., pay, hours of work, security, and working conditions), affective or social (i.e., co-workers, supervisor, recognition for doing a good job and esteem), and psychological or cognitive (i.e., advancement, type of work, status, achievement, responsibility, independence, influence, use of ability, meaningful work, contribution to society and company)</p> <p>2. Task performance: reward or resource.</p>

Author	Work Value Scale	Dimensions of Work Values
Chen (1987)		15 dimensions: altruism, aesthetics, creativity, intellectual stimulation, achievement, independence, prestige, management, economic returns, security, surroundings, supervisory relations, associates, way of life, and variety.
Peirson et al. (1989)		4 dimensions: career orientation, certainty seeking, altruism, and conflict-avoidance
Harrington & O'Shea (1993)		14 dimensions: creativity, good salary, high achievement, independence, job security, leadership, physical activity, prestige, routine activity, supervised work, variety-diversion, work with hands, work with mind and work with people.
Wang (1993)		1. Terminal values: internal remuneration, external remuneration, collective benefit and security 2. Instrumental values: capability, rationality, modesty, grace, self obedience, pragmatism and incorruptibility.
Wu et al. (1996)	Work Values Inventory - WVI (49 items)	1. Terminal values: self-growth tendency, self-realization tendency and self-esteem tendency 2. Instrumental values: social interaction tendency, organization security and economic benefit tendency, stability and anxiety-free tendency and recreation health and transport tendency.
Meyer et al. (1998)		3 dimensions: comfort and security (comfort), competence and growth (competence), and status.
Schwartz (1999)		4 dimensions: intrinsic, extrinsic, social and power.
Sagiv & Schwartz (2000)		10 dimensions: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity and security.
Johnson (2001)	14-item questionnaire	4 dimensions: intrinsic, extrinsic, social ,power
Jaw et. al.(2007)		5 dimensions: self-enhancement, contribution to society, stability and rewards, openness to change, power and status,

Individual's values are beliefs that are formed by his or her standards, which guide how he or she should function (Rokeach, 1973). According to Schwartz (1999) work values generally refer to beliefs and desirable goals transcending specific actions and serving as standards to guide the selection and evaluation of behavior, people and events. He also emphasized that values reflect the basic issues or problems that societies must address to

regulate human behavior. Therefore, work values are seen as a source of motivation for managerial effectiveness and divide into four broad types; intrinsic, extrinsic, social, and power.

Sagiv & Schwartz (2000) have defined work values not only as the motivational tool for achieving organizational objectives but also develop positive attitude among workers for enhancing their skills and efficiency. Harvey et al. (2000) have defined work values in relation to need satisfaction, social approval, admitting weakness and pride which provide motivation to managers and a necessary route for organizational development. Chen et al. (2000) have defined work values as the potential source of achievement and work goals.

Burke (2000) has defined work values as the psychological and physical beliefs of individuals which provide positive work outcomes. According to Lord and Brown (2001) work values provide a sense of purpose to an individual's behavior and therefore conform to the success of organization.

Chan & Perason (2002) have stressed that work values are the beliefs and attitudes of managers which make impact on the decision making process and ultimately work outcome. Brown (2002) defined work values as the underlying preferences and beliefs that should be satisfied in people's career choices and are reflected through individual's knowledge, skills, and work experiences (Singh & Greenhaus, 2004; Super, 1957) and cultural environment (Hofstede, 1980; Klenke, 2005).

Gini (2004) stated that work values are the standards and expectations of employees which develops their moral to create and maintain a climate of trust at workplace. Dhanasarnsilp et al. (2006) have defined work values as a basis for judgments about work conditions which affect job performance and job satisfaction.

Zhang et al. (2007) have defined work values as the behavioral chain of attitudes and behavior which is explicit in the work context. According to Migliore (2009) work values are the material, social and emotional needs of the workers at workplace.

Cennamo & Gardner (2009) have defined work values as the guiding behavior patterns and motivational factor for employees. According to Chen & Tesone (2009) work values are generally associated with workers perception about career, vocational and organizational related subjects at work place, which influence workers behavior and motives. Alas et al. (2009) have defined work values as an individual's principles that decide what to prioritize and which actions to take.

Pan et al. (2010) defined work values as a workers belief and attitudes towards work which influence discipline, responsibility, flexibility and self control among managers. Work values, as proposed by Rosenblatt (2011), provide an internal impetus which drives the individual to create an environment where he or she is able to communicate and coordinate his or her activities to reach common goals. He also stated that work values influence personal standards and social network structures with closures.

Although researchers have attempted to establish a consistent definition of the construct, the term work value is currently used to encompass a variety of notions, ranging from work ethics (Blood, 1969), and personal needs (Super, 1970a) to work preferences (Pryor, 1979). As discussed earlier, work values play an important role in the functioning of the organization's guide and direction and decision-making of the managers. Moreover, managerial effectiveness can only be enhanced through work values as values are metaphorically the DNA of an organization (Isaac et al. 2004). Therefore, an investigation of the intangible but highly important concept of "managerial effectiveness" is best done



through an assessment of the relative importance of work values as perceived by managers (Ostroff et al. 2005).

## **1.2 CONCEPT OF ORGANIZATIONAL JUSTICE (OJ)**

The concept of organizational justice has been cited under the theoretical underpinnings of Adam's equity Theory (1963, 1965) and has been elaborated as the justice theories of Homans (1961). Adams proposed that individuals make cognitive evaluations of the difference between their contributions and the resultant outcomes. He proposed his theory in the broader context of social exchange: two way transactions in which each side provides something to the other and receives something in return.

In general, Adams's equity theory holds that employees bring inputs, and for these inputs, employees expect fair outcomes such as pay, fair treatment, promotion, rewards and positive performance evaluations.

Organizational justice refers to "the just and ethical treatment of individuals within an organization" (Cropanzano, 1993). According to Greenberg (1990), organizational justice is the term commonly used by organizational psychologists to refer to the just and fair manner in which organizations treat their employees.

Cropanzano et al. (2001) defined organizational justice as the fairness perceptions of employees in organizational decision making. They linked the justice perceptions of employees to commitment level of employees, job performance, withdrawal and organizational citizenship behavior. Fairly treated employees, compared to the ones who are unfairly treated, demonstrated organizational citizenship behavior, show higher job performance, are more committed and have fewer turnover intentions (Rupp and Cropanzano, 2002). Folger (1994) linked justice to moral and ethical standards and explained

in his studies that individuals prefer to be part of organizations that behave morally and ethically than those that do not. Justice is considered to be socially constructed which means that an act is considered to be just if it is perceived so by the individuals on the basis of empirical research (Cropanzano & Greenberg, 1997).

Organizational justice researchers have consistently identified three different types of fairness perceptions as: Distributive Justice, Procedural Justice, and Interactional Justice (McDowall & Fletcher, 2004; Erdogan et al. 2006; Zhang et al. 2009; Klendauer & Deller, 2009). Brief introductions of the three dimensions of organizational justice have been discussed below:

#### **1. *Distributive Justice (DJ)***

The first wave of organizational justice research focused on distributive justice (Blau, 1968). Roots of distributive justice reach Equity Theory developed by Adams and the perception about employee's results and acquisitions is called distributive justice (Yilmaz & Tasdan, 2009; Elanain, 2010; Klendauer & Deller, 2009; FitzGerald, 2002).

Distributive justice, based on Adams (1965) equity theory, generally refers to "people's perception of fairness of the outcomes they receive relative to their contributions and to the outcomes and contributions of others". Distributive justice is perceived as fairness of distribution outcomes that includes the conditions and goods that affect individual well-being (Deutsch, 1985). It is a concept focused on how individuals respond to unfair treatment of organization, or unfair distribution of rewards and resources (Greenberg, 1987).

In other words, the employee's assessments of distributive justice are not objective but are based on perception, the explanation of which is mostly based on the equity theory (Adams, 1965; Folger & Konovsky, 1989). In addition to the equity rule suggested by Adams

(1965), Leventhal (1976) also identified several other allocation rules such as equality and need. The former recommends that individuals should receive equal or same output. The need rule suggests that employees should receive outputs based on need (Conlon et al. 2004; Leventhal, 1976).

Distributive justice focuses on the degree of perceived fairness in the distribution and allocation of outcomes within an organization based upon the inputs (Greenberg & Baron, 2003).

Distributive justice relates to the perceived fairness of outcomes, such as pay selection, promotion decision, and the relation of these justice perceptions to dependent variables, such as quality and quantity of work (Charash & Spector, 2001). Distributive justice has been supported by researchers as a powerful predictor of a recipient's performances (Colquitt et al. 2001). On the other hand, when some employees perceive injustice, they may engage in thievery among other counter productive behaviors (Greenberg, 1990) or careless or shoddy work (Cowherd & Levine, 1992).

In simple words, distributive justice is based upon the distribution of resources and rewards in organization (Blakely et al. 2005). Nirmala & Akhilesh (2006) have defined distributive justice as the perceived fairness of outcomes or rewards and punishments received.

Research also suggests that distributive justice is related to perception of cognitive, affective and behavioral outcomes and studies have found that fairness in the allocation of the benefits (e.g. task, service, opportunity, role, status, wage, promotion, leave and pension plans ) protect individuals health and safety as well as increase their self-satisfaction and productivity (Henderson, 2007; Milkovich & Newman, 2008).

Managers create justice perceptions by gauging whether outcomes are proportional to their input, meet expectations, and compare their input or outcome ratio to those of their counterparts (Alder & Ambrose, 2005; Colquitt et al. 2006; Greenberg, 2006). Cropanzano et al. (2007) also identified three allocation rules that can lead to distributive justice and if applied appropriately: (i) equality (to each the same) (ii) equity (to each in accordance with contributions), (iii) and need (to each in accordance with the most urgency) (Adams 1965; Leventhal, 1976). If managers believe that distributive justice exists and rewards are distributed equitably and linked to their efforts, increases the level of trust and boost their morale and motivation (Nadler & Lawler, 2007) which gave managers immense satisfaction with their work environment and co-workers, and enhance managerial effectiveness.

## **2. *Procedural Justice (PJ)***

Thibaut and Walker (1975) introduced another dimension of organizational justice namely procedural justice (Greenberg & Colquitt, 2005). Thibaut & Walker (1975) defined procedural justice as being concerned with the procedures used in the allocation of resources and emphasize on the importance of fairness of the methods or procedures used (decision criteria, control of the process) at workplace. Procedural justice refers to “the perceived fairness of the process or procedures used to determine organizational outcomes” (Folger & Greenberg, 1985; Lind & Tyler, 1988)

Procedural justice has been adapted in organizational setting by the efforts of Folger & Konovsky (1989) and Greenberg (1990), with the need to consider justice in policies or procedures used for decision making at workplace. Procedural Justice is characterized by the fairness of the processes that are used to determine what outcomes are used, how they are distributed, and to whom the outcomes are given.

Leventhal (1980) developed the idea of procedural justice by identifying six justice rules as: (a) consistency rule, stating that allocation procedures should be consistent across persons and over time, (b) the bias-suppression, stating that personal self-interests of authorities should be prevented from operating during the allocation process, (c) the accuracy rule, referring to the goodness of the information used in the allocation process, (d) the correctability rule, dealing with the existence of opportunities to change an unfair decision, (e) the representativeness rule, stating that the needs, values, and outlooks of all the parties affected by the allocation process should be represented in the process, and (f) the ethicality rule, according to which the allocation process must be compatible with fundamental morale and ethical values of the employees.

Dogan (2002) has defined procedural justice as the degree of being fair on methods, procedures and policies which are the bases of identifying and measuring the elements like wage, promotion, financial potential, working conditions and performance evaluation. Ding & Lin (2006) have defined procedural justice as a perceived fairness of procedures which are the means used to make or implement decisions and determine the outcomes.

In the organizational context, procedural justice is considered an important resource in social exchange (Loi et al. 2006). Previous researches demonstrated that procedural justice often is more predictive of a variety of work attitudes such as organizational commitment (Warner et al. 2005), job satisfaction, organizational citizenship behavior, psychological well being and mainly focused on employee perceptions of how they are treated by their managers and organizations (Kray & Lind, 2002). It is suggested that the contribution of procedural justice is positively associated with cognitive, affective and behavioral reactions at

workplace, and improve performance and job satisfaction (Charash & Spector, 2001) which elicits managerial effectiveness at workplace.

### 3. *Interactional Justice (IJ)*

Bies and Moag (1986) introduced the concept of interactional justice. It is defined as “the quality of interpersonal treatment that people expect to receive when procedures are implemented” and emphasizes “the importance of truthfulness, respect and justification as fairness criteria of interpersonal communication” (Bies, 1987; Bies & Moag, 1986; Tyler & Bies, 1990). Thus, interactional justice deals with the human side of organizational practices and, as such is related to the communication aspects between the source and recipient of justice, such as politeness, honesty and respect (Bies & Moag, 1986; Tyler & Bies, 1990). Interactional justice is related to the aspects of communication process between the sources and the recipient of justice, such as politeness, honesty, and respect (Moorman, 1991; Colquitt et al. 2001). In simple words, interactional justice refers to the quality of the interpersonal interaction between the employees and the employers in an organization.

Greenberg (1993) has identified two aspects of interactional justice as: interpersonal justice, which shows concern for employees regarding the distributive outcome, that an employee receives with dignity, respect, politeness and honesty while informational justice, is related to providing knowledge about procedures that demonstrate regard for employees concerns (Colquitt et al. 2001).

Charash & Spector (2001) have defined interactional justice as the way the administration treats the justice receiver and concerns the human aspect of organizational practices. Yilmaz (2004) has defined interactional justice as perceptions about the quality of interpersonal behavior during the implementation of procedures. Perceived interactional

justice increases intrinsic motivation within employees which leads to confidence whereby an employee perceives growth, autonomy and motivates to establish healthy relationship in professional and personal life (Colquitt et al. 2005).

Thus, the literature of organizational justice focuses on the experience of fairness in organizations and other task-focused environment which has increased significantly over the past decade because perception of fair treatment has been linked to the equity aspect of work loads, working hours, working conditions, incentives, remuneration, promotions, and career aspects of employees. This signifies that organizational justice is an important determinant of managerial effectiveness and the current study will address how organizational justice makes independent contribution to managerial effectiveness.

### **1.3. CONCEPT OF MANAGERIAL EFFECTIVENESS**

Managerial effectiveness is often defined in terms of output which a manager achieves. These result oriented definitions lead us to look for the factors that contribute towards the “results”.

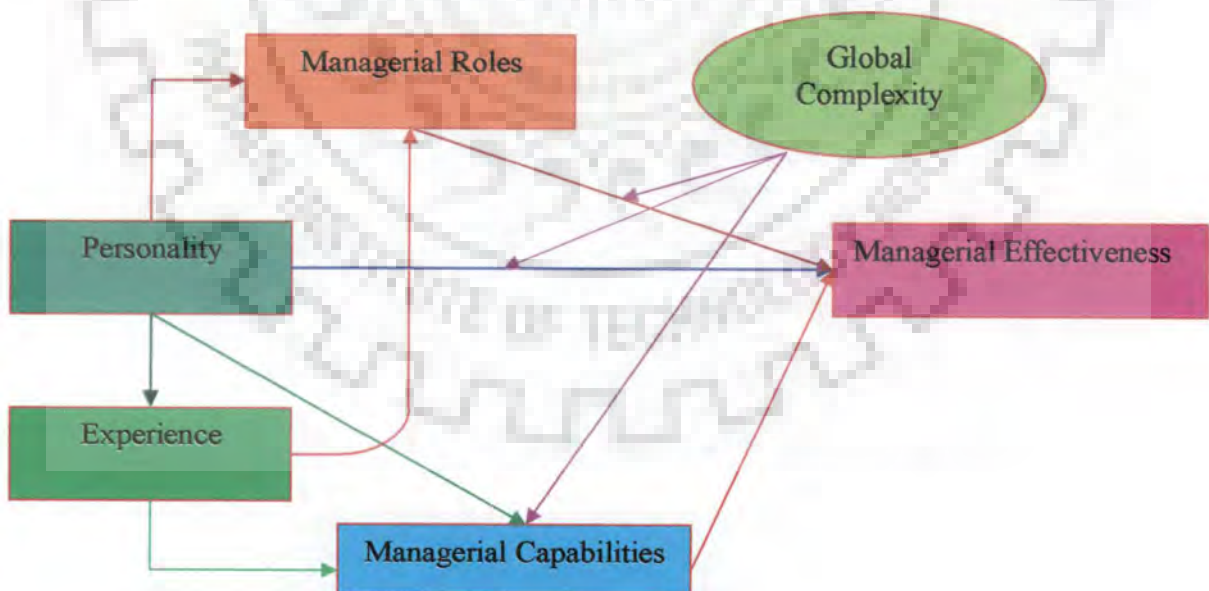
Thorndike (1949) was the first to make note of the trend to measure managerial effectiveness by defining the behavioral approach, where interpersonal relationship is the powerful predictor of effectiveness. Gupta (1996) has defined managerial effectiveness as the “ability of a manager to carry out the activities required of his position while achieving the results both current and in terms of developing further potential”.

Analoui (1999) has identified eight parameters to explore managerial effectiveness of senior managers as: managerial perception, the need for managerial skills, organizational criteria, motivation, the degree of “demands” and “constraints”, and the presence of

“choices” and “opportunities” for effectiveness; the nature of intra and inter-organizational relationships; and the dominant managerial philosophy.

Analoui and Hosseini (2001) stated that tasks, people, self-related and analytical skills contribute to managerial effectiveness. Mullins (2002) defined managerial effectiveness through the strength of motivation and morale of managers, training and development programme and the organizational environment in which the managers work willingly and effectively to achieve the results. Latif (2002) has defined managerial effectiveness through six basic motivational behavior as controlling the organization's environment, organizing and coordinating, information handling, providing for growth and development, motivating managers for handling conflict and strategic problem solving.

Dalton et al. (2002) have defined the conceptual model of predicting critical factors of managerial effectiveness as personality, experience, managerial capabilities and managerial roles in global complexity (Figure-1).



**Figure 1: Model Represents Managerial Effectiveness in a Global Context (Source: Dalton et al. 2002)**



According to Akintayo (2003) managerial effectiveness is dependent upon a situation by which the jobs are being performed to expectation and towards organizational goal achievement. Researchers assert that managerial effectiveness denotes the ability of the managers to plan, organize, coordinate, motivate, control and influence workers positively towards organizational goal achievement (Adekola, 2006; Williams & Warrens, 2003; Ajaja, 2003).

One study conducted by Chauhan et al. (2005) focused on identifying the factors that constitute managerial effectiveness in Indian organizations and compared them to organizations in western countries by using the instrument developed by Mott (1971). The study revealed that the instrument did not replicate its factorial structure in an Indian context. The three factors, productivity, flexibility and adaptability found by Mott (1971) were restructured into two factors in the Indian organizations in terms of functional and personal effectiveness. Functional effectiveness appeared to be associated with productivity, whereas personal effectiveness was equated with adaptability. The dual-factor structure was a reflection of the task and the relationship dimensions as proposed by various proponents of leadership models.

According to Marrero (2006) managerial effectiveness can be defined as the degree to which managers achieve the output and goal which is associated with their positions and other organizational expectations. Analoui (2007) has defined managerial effectiveness as a combination of personal, organizational and environmental factors.

Hamlin & Serventi (2008) presented a generic model of managerial effectiveness. This comprises of three sections and nine managerial activities as: (a) managing self (communication; and personal and people development), (b) achieving outcomes

(community and customer service, effectiveness, risk assessment and decision making, and managing resources) (c) leading the team (leadership and management, managing change and relationships, and team building).

According to Metts (2007), managerial effectiveness can be defined as the direct and indirect effects of industry competitive forces on performance. The indirect impact of industry competitive forces is through strategy-making activities within the firm and consists of three factors for effectiveness including (a) manufacturing factors, related to quality, cost, delivery and flexibility, (b) environmental scanning factors, related to internal and external factors such as customers, competitor, fund, social and capital, (c) adaptive decision making factors related to financial, customer and market adaptation.

Narayan & Rangnekar (2008) defined managerial effectiveness on a number of factors as individual's personality, superior subordinate relation, trust facilitation and organizational climate.

According to Bao (2009) managerial effectiveness has three parameters: motivation, constraints and opportunities which potentially permit the formulation of policies for companies to improve their effectiveness. Wang (2011) identified eight different variables to measure effectiveness. These are: 1. Supportive 2. Caring 3. Fair 4. Engaging 5. Self-disciplined 6. Unselfish 7. Responsible 8. Knowledgeable.

In the present study, managerial effectiveness is an important variable which is responsible for achieving organizational objectives. This has been initiated as to what extent the work values and organizational justice variables contribute to managerial effectiveness. Therefore, the objective of the current study is to assess the effects of work values and organizational justice on managerial effectiveness.

The major objective of the present research is to explore the relationship of managerial effectiveness with work values and organizational justice. There are myriad of researches that on the basis of their findings have identified that effective managers possess certain traits like job knowledge, good communication, business acumen and interpersonal relationship but having these traits are not sufficient to become effective manager. Managerial effectiveness is not only a personality trait but it is related to performance and output. Some models focus on individual competencies of managerial effectiveness, while most of the studies have taken performance measure and superior's appraisals rather than self report measures while deciding the effectiveness of a manager (Rastogi & Dave, 2004).

The present research has focused on the significance of work values and organizational justice as the principle drives for re-engineering the organizations and considers managers as human beings and foster managerial effectiveness, while satisfying the psychological needs of managers.

Work value system determines the behavior and its consequences on managerial effectiveness. Therefore, it will be useful to understand how managers can be effective or ineffective in solving problems based on their work values system and perception of justice. Organizations need to manage their managers by motivating them through their human resources management policies (hiring, training, and reward and reinforcement policies), effective organizational structure, and an innovative and communicative culture.

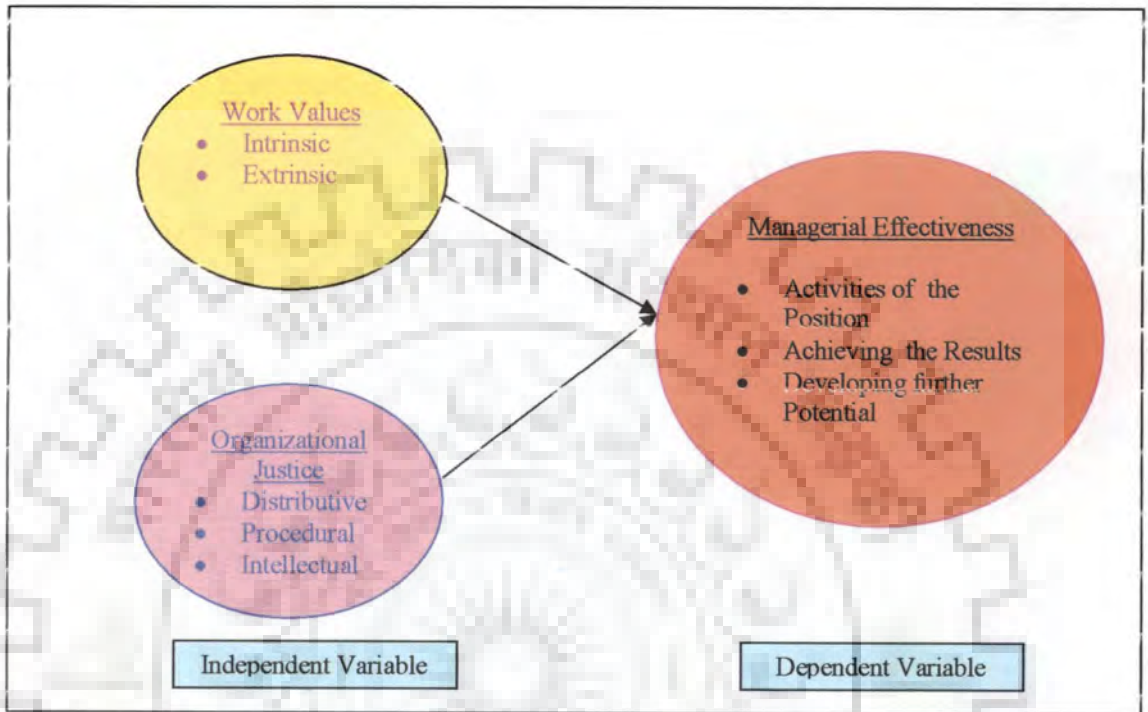
To mitigate the lack of empirical research on this topic, a theoretical model has been proposed (Figure 2) with an insight that work values (intrinsic and extrinsic values) and organizational justice (distributive, procedural, and interactional justice) leads to prediction of managerial effectiveness, consisting of three components namely, activities of the

position, achieving the results and developing further potential. Work values such as intrinsic values are those inherent in the work activity such as achievement, altruism, creativity, independence, intellectual stimulation, management and esthetic. Extrinsic values are generally the rewards from work such as income or prestige such as way of life, prestige, security, economic return, surroundings, associates, supervisory relations and variety which plays critical role as it changes one's perception to work and energizes individual to work in a specific direction, resulting managerial effectiveness.

Another independent variable that has been taken is organizational justice which refers to the fairness of decisions made by authorities, with respect to outcomes and procedural implementation. Perception of justice within organizations (distributive, procedural and interactional justice) likely improve proactive behaviors (personal initiative, self-directed, future-focused, introducing new work methods, learning new skills to cope with future demands and shaping their work environment) with self-control (the ability to keep emotions under control and to restrain negative actions when tempted, faced with opposition or hostility from others, or working under conditions of stress) among managers which impact on managerial competencies and performance (Sinha & Rai, 2004). Therefore, managers react positively to the organization and would be more willing to work effectively, which in turn would also improve managerial effectiveness at workplace.

In addition, the present research also identifies the specific dimensions of organizational justice and work values which are important predictors of managerial effectiveness. So a clear understanding of managerial work value structure and organizational justice helps employers and managers develop effective human resource policies that meet

manager's needs for their effectiveness and achieve satisfactory work outcomes in competitive environment.

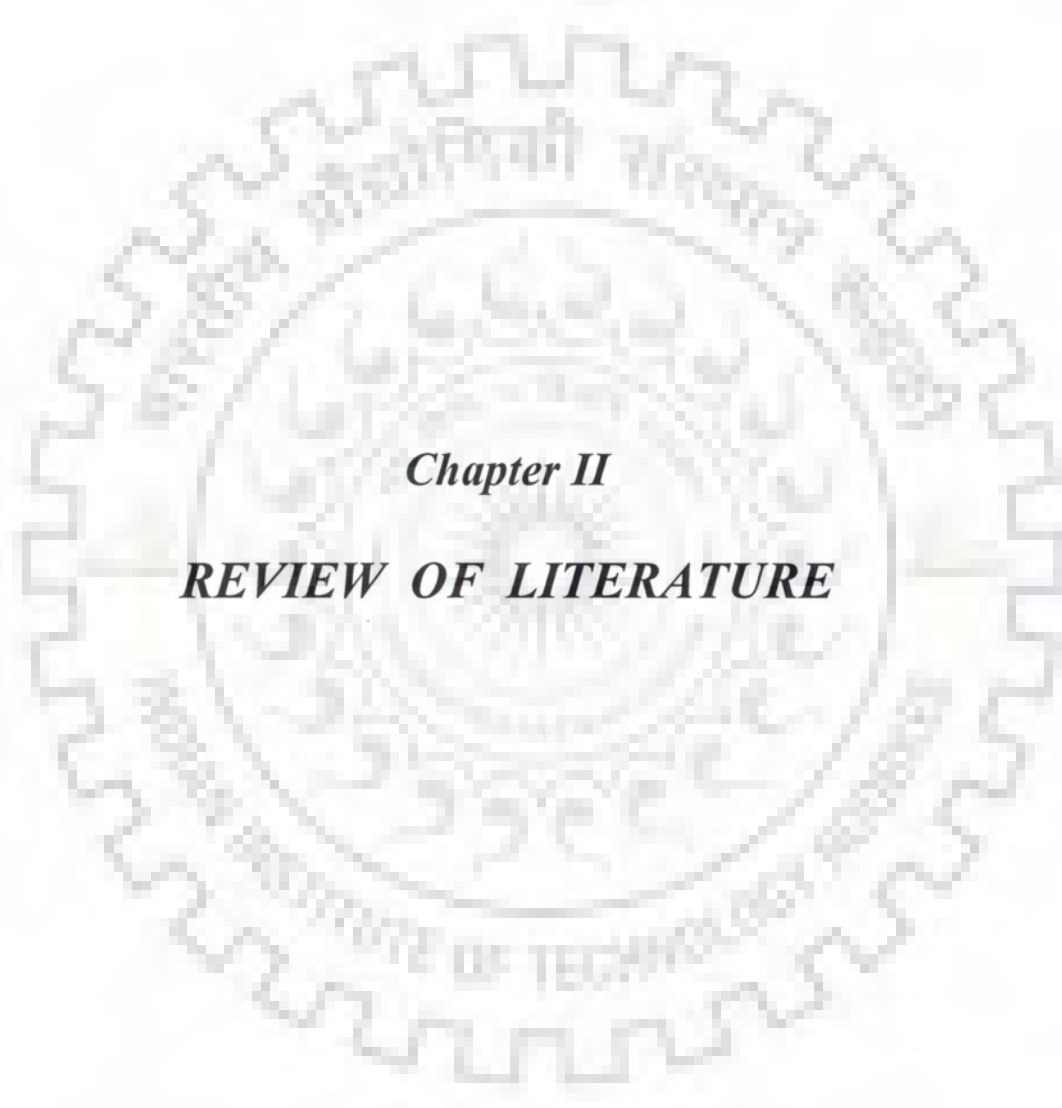


**Figure 2: Proposed Model Depicting the Work Values and Organizational Justice as Predictors of Managerial Effectiveness**

An initiative has been taken to study work values and organizational justice as predictors of managerial effectiveness, with a viewpoint to sustain efficient managers and performance as the upcoming generation of managers, desire for greater justice and work values for greater meaning and personal development from their work and would prefer to call their work enjoyable and socially useful while the fulfillment of personal and professional aspirations with increased effectiveness. Finally, the study of three variables as organizational justice, work values, and managerial effectiveness can emphasize the pivot role for human resource managers to consider the essence of justice and work values within

the organizations. Managers have to essentially play an important role as leaders to coordinate, guide, facilitate, motivate and maintain harmony amongst employees, in order to achieve organizational effectiveness in terms of product and services, and the quality of working life of the organizational members. Thus, it can be said that this study will definitely create an opportunity for human resource managers to consider the essence of justice and values within the organization which can lead to overall work satisfaction perspective.





*Chapter II*

**REVIEW OF LITERATURE**

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**REVIEW OF LITERATURE**

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This chapter provides a detailed overview of the concept of work values, organizational justice and managerial effectiveness. The first section presents a historical overview of the concept of work values the second section explains the concept of organizational justice and in the third section discusses managerial effectiveness.

**2.1 CONCEPT OF WORK VALUES (WV)**

Before proceeding with reviewing the concept of work values, it is necessary to examine the meaning of work values as a wider concept. A value is a principle or standard held in high esteem by an individual, and is related to all aspects of one's personal and work life. Work values develop so that individuals can meet their needs in socially acceptable ways (Rokeach, 1973). The more individuals know about their own values, the better they will be at determining which work environment best fits their personal and professional needs and the skills they want to use and develop. Research suggests that work values are stable and predictable of behavior over time (Meglino et al. 1989; Rokeach, 1973). Thus, work values occupy a central position in the cognitive system and play a central role in human motivation and achievement and decision making processes (Brown, 2002).

Work values indicate a strong personal preference for what is important to the individual. In general work values on personal values that lead to expectations about work. Work values are shaped by personal beliefs and develop through study, introspection and consultation with others and lifetime experiences (George, 2004).



Despite, a plethora of different studies, the research demonstrates three types of work values: (I) intrinsic or self-actualization values, (ii) extrinsic or security or material values and (iii) social or relational values (Alderfer, 1972; Borg, 1990; Crites, 1961; Mottaz, 1985; Pryor, 1987; Rosenberg, 1957). Elizur (1984) stated a trichotomous classification of work values by considering the modality of their outcomes as: a) instrumental outcomes such as work conditions and benefits (b) cognitive outcomes such as interest and achievement and (c) affective outcomes such as relations with associates. These three types of work values can be viewed as conceptually parallel to the three types of higher-order basic human values such as: (i) Intrinsic work values directly express openness to change values to the pursuit of autonomy, interest, growth, and creativity in work. (ii) Extrinsic work values express conservation values like job security and salary, and (iii) Social or interpersonal work values express the pursuit of self-transcendence values and in such cases work is seen as a vehicle for positive social relations and contribution to society.

Elizur (1996) has found a moderate correlation between specific work values and managerial commitment. Values such as independence, job interest, pay, achievement, and advancement were strongly correlated with managerial commitment which enhances managerial effectiveness.

Mok et al. (1998) have used Hofstede's Values Survey Module (VSM) scale in his research work and investigated perceptions of work values among Chinese hotel managers in Hong-Kong. The findings exposed that among all the work values, maintaining good working relationships with superiors and peers and having good monetary rewards were the most important work values for Chinese hotel managers, which improved managerial effectiveness.

Harvey et al. (2000) have investigated relationship between work values and motives among Zimbabwean and British managers. The findings revealed that there is a significant difference between work values and motives of UK and Zimbabwe managers. Africans gave more importance to status, prestige and position whereas British ranked achievement, social approval and management activities at top as the motivational factors which shape managers personality to increase their effectiveness.

Chen et al. (2000) have investigated student's perceptions of work values and occupational choice propensity. Data were collected from 311 hospitality majors at four different universities in Taiwan. The work value inventory (WVI) scale, containing 45 items, developed by Super's (1970), was used to assess student's perceptions of work values. The study found that supervisory relations, work surroundings and way of life were the most important work values among respondents for increasing their effectiveness at workplace. They also argue that work values influence personal standards that allow individuals to measure and priorities their tasks and give satisfaction at the workplace.

Rastogi and Agrawal (2001) have examined and evaluated the work values of undergraduate engineering and architecture students studied at the University of Roorkee. Donald E. Super's Work Values Inventory (1970) was used to measure and evaluate fifteen work values. The results indicated that engineering students possessed significantly higher scores in prestige and management whereas architecture students were higher on creativity and esthetics.

Lee and Chung (2001) explained the relationship between corporate culture, employee's work values and organizational commitment in the business culture of Taiwan. They found that employees in more senior positions were more attentive to self growth,

security and economic considerations than employees with lower positions in the organization.

Elizur and Koslowsky (2001) have examined the relationship between work values, gender and organizational commitment in a sample of 204 management students. In order to analyze work values systematically, two basic facets of the domain were distinguished (1) modality of outcome (cognitive, affective and instrumental) and (2) system performance contingency (incentives, benefit plans, pay, recognition, feedback, advancement, work conditions, transportation and subsidized meals). The results revealed that work values, especially cognitive ones, were positively related to commitment and work values, and gender was also found to be a significant predictor of commitment. Organizations that wish to enhance the commitment of their managers should strive for congruence between organizational rewards and the important work values of their managers, so that managerial effectiveness can be improved.

Tayyab and Tariq (2001) examined the work values and organizational commitment of 210 middle level public and private executives in Pakistan. Results revealed that the private sector executives had higher mean scores on intrinsic work values such as creativity, achievement and management as compared to public sector executives.

Burke (2001) has also examined the relationship between perceptions of organizational values in terms of supporting work and personal life balance, work and job experiences and along with job satisfaction and aspects of psychological and physical wellbeing. Data were collected from 283 managerial and professional men. The findings revealed that managerial and professional men indicated that organizational values to be

more supportive of work-personal life balance that provides career satisfaction, reduces turnover among managers and leads to managerial effectiveness at workplace.

Chan and Pearson (2002) have investigated managerial work values (opportunity to learn, interesting work, job security, variety, social relationship, promotion, autonomy; working condition and good salary) on 468 managers from the three industrializing nations of Brunei, Malaysia and Singapore. The findings revealed that Bruneian managers ranked a higher preference to good personal social interrelationships than the Malaysian and Singaporean managers, for Malaysian managers promotion was the most important work value as it was instrumental to higher remunerative position. Even though, all the work value is vital for the building of suitable human resource management practices which can accommodate the work goal preferences of organizational members.

Wong and Chung (2003) used Hofstede's (1980) Values Survey Module scale to investigate managerial work values on Hong Kong managers and concluded that Hong Kong managers viewed supervisory relationships and economic reward as the most important work values for improving their performance.

Fischer and Smith (2004) have investigated the importance of work values (self-enhancement-values are concerned with power and achievement goals versus self-transcendence -values concerns about the well-being of people close to oneself as well as concern for all humans and the environment) for the evaluation of particular events in terms of fairness in former East Germany and in the United Kingdom managers. The findings revealed that German managers have reported less justice and endorsed self-transcendence and conservatism more than done by U.K. respondents. The findings also revealed that self enhancement values strengthen the links between work performance and justice in both the

samples. They also emphasized that work values affect justice perceptions and work performance of managers.

Burke et al. (2004) have examined the relationship of organizational values, work balance in their workplace, life satisfaction and psychological well-being among male psychologists. The result indicated that the presence of the organizational values directly correlate with greater job satisfaction while reducing job stress and increasing extra-work satisfactions at workplace and therefore, male psychologists perceive better career, fewer psychosomatic symptoms and more positive emotional and physical well-being.

Johri (2005) has examined the work value in the context of quality of employment (which is referred to as 'quality of work'; 'quality of working life'; 'job quality'; or 'good jobs' and 'bad jobs') among New Zealand managers. The findings revealed that New Zealand managers gave more importance to work values which were intrinsic in nature like, how interesting and challenging the job, the quality of management, training and development opportunities, work-life balance and relationships with colleagues. The results indicated that managerial effectiveness is more concerned with intrinsic work values.

Klenke (2005) has investigated the relationship between three set of values (1) work values including the Protestant work ethic and work involvement, (2) Leadership values including corporate stewardship, accountability and (3) Spiritual values including trust, humility, stewardship and community) and leaders behavior (transformational and transactional leaders). The findings exposed that work values were positively correlated with leader's development and their effective leadership style, this type of leadership was multi-textural, spiritual and vulnerable and refers to it as meta-leadership. They also suggested that work values exhibit a level of energy and spiritual understanding of their lives, which gives

them courage, decisiveness, passion, curiosity, perceptivity and receptivity in their work which increase leaders effectiveness at workplace.

McGuire et al. (2005) have examined the effect of individual work values on managerial development. The findings revealed that individual values played an important role in decision-making processes (i.e., for commitment to training and development) which improve the socialization processes at an organizational and societal level. They suggested that for managerial development autonomy, intellectual stimulation and surroundings are the most influencing work values for managerial development.

White (2005) has used work value inventory of super's (1970) and examined the two levels of work values (cultural and individual). The survey was conducted on 276 hospitality management students from China and Europe. The findings revealed that both the groups considered intrinsic and extrinsic work values as important and they were closely linked to individualistic characteristics (being independent and self-reliant: self-centered feeling or conduct; egoism) of managers.

Nair & Ghosh (2006) have examined the work value (hygiene factors- working condition, security, and economic rewards and motivational factors- achievement and creativity, independence, humanistic, and status ) patterns of entry-level managers. Data was collected from 380 junior managers of IT, consulting, manufacturing and service sector on certain specific managerial work values. The findings revealed that manufacturing sector indicated that hygiene dimension was more important among managers than IT sector managers whereas as IT sectors managers prefer motivation dimensions as compare with service sector. When consulting sector was concerned, both hygiene and motivation dimensions turn out to be important for the managers. Overall analysis revealed that among

all the factors creativity, achievement, economic rewards and security are the most important factors for improving managerial effectiveness.

Selmer and Waldstrom (2007) have compared work values (intrinsic and extrinsic values) of surviving and non surviving managers during a period of general economic recession in Hong Kong. The findings revealed that there was indeed a difference in work values between the surviving and non-surviving managers, survivors gave more importance to independence in work than non-survivors. On the other hand, the group of non-surviving managers gave more importance to responsibility and opportunity than survivors.

Kanagasabapathi (2007) have examined the role of ethics and work values in the Indian economy. The findings indicated that ethics and work values have guided the Indian economy and business since ancient time and autonomy, goodwill, interpersonal relationships and faith based transactions help in the economic and business development that also influence managerial effectiveness in current business economy.

Jaw et al. (2007) have investigated the detailed relationship between Chinese cultural values such as (Confucian, individualism, masculinity and power distance) and work values such as (self-enhancement, contribution to society, rewards and stability, openness to change, and power and status). The findings revealed that there was a positive relationship between cultural values and work values. This study also brought some new belief that high masculinity and individualism foster self-enhancement because Confucian dynamism acts as main drivers for self-enhancement, openness to change, stability, security, and as a contribution to society that acts as a main driver for managerial effectiveness.

Parkes and Thomas (2007) have investigated the impact of work values (interpersonal relationships, operational style, and personal qualities) among five effective secondary school

principals. The results revealed that among all the work values, interpersonal relationship, operational style (competent, effective, and knowledgeable) was found to be important for operating school function. Thus, school principals valuing more to the quality interpersonal relationships and the operational style, which enhance their effectiveness.

Zhang et al. (2007) have investigated work values of Canada and France managers, and Donald E. Super's Work Values Inventory (1970) was used to measure and evaluate fifteen work values. The findings revealed that French managers gave less importance to co-worker relationship, working condition, security, and economic return values than Canadians. Whereas Canadians gave more importance to achievement, creativity, independence, humanistic, and status. The results also revealed that work values provide work satisfaction, good work ambience, work commitment, action liberty, life satisfaction, achievement, and self-confidence in social activities among managers.

Vuuren et al. (2008) have examined the relationship between psychological dynamics of work values (human relations values (stability and order), open system values (creativity and decentralization), rational goal values (excellence and goal achievement) and organizational commitment (affective and normative) among hospital practitioners. The results of this study indicated that human relations values lead to affective and normative commitment respectively. The study also found a link between normative organizational commitment and with open system values (creativity and decentralization). The study also concluded that work values emphasized different forms of commitment among managers which enhance their effectiveness.

Cennamo and Gardner (2008) have investigated the differences between three generational groups (Baby Boomers, Generation X, and Generation Y) on the basis of work



values (intrinsic and extrinsic values), job satisfaction, affective organizational commitment and intentions to leave. Data was collected from Auckland (n = 504) among managers from different industries. Generation *X* was defined as those born between 1962 - 1979, Baby Boomers were born 1946-1961 and Generation *Y* was born 1980-2000. The findings revealed that the youngest groups placed more importance on status and freedom work values than the oldest group. Baby Boomers reported extrinsic values and status values than Generation *X* and Generation *Y*. Job satisfaction and affective organizational commitment were positively related to most of the work values. Interestingly, significant negative relationships were found between work values and intentions to leave. They further suggested that work values were important in guiding behavior and boosting work motivation which directly improve the managerial effectiveness.

Song and Gale (2008) have investigated the relationship between work values (trust, power, and achievement, think about all stakeholders, social benefit, obedient and fair treatment) and competency (motives, traits, self concept, knowledge and skill). Data was collected through semi-structured interviews using repertory grid techniques (Psychology based research technique) on 18 Chinese project managers. The findings revealed that work values and competency are positively correlated and power, achievement, stimulation, self direction, and universalism were the strongest predictors of project manager's work values which provide a perspective of competence building to project managers. The linked between project managers' work values and their performance suggested that work values improve managerial performance at workplace.

Alas (2008) has investigated the relationship between work values (working condition, achievement, responsibility and material reward) and work-related attitude factors

among Chinese managers. The findings revealed that there was a positive correlation between work values and work related attitudes among Chinese managers, they give more importance to achievement and martial rewards which impact on their level of effectiveness and hence increase productivity in Chinese companies.

Chen and Tesone (2009) have compared work values between industry managers and hospitality students. The findings revealed that there was no significant difference between industry managers and student work values, both managers and students ranked way of life, supervisory relationship and security at the top of their hierarchies. The findings also revealed that among managers as well as educators work values were the basis for workforce retention which was the main reason for effectiveness.

Sharabi (2009) has examined the work values on 362 Jewish and 73 Muslim academic graduates. The findings revealed that there was no significant difference between Jewish and Muslim academic graduates for their work values. Among Jews, the most important work value was interesting work, and salary while among Muslims creativity, working condition and opportunity for promotion were significantly higher than Jews.

Alas et al. (2009) have examined relationship between work values, attitudes toward changes and organizational learning in Chinese. Research was conducted with 1,303 respondents from twenty nine Chinese companies. The findings revealed that work values were significantly related to attitudes towards change and organization leaning. The Results was also found that work values had two fold impact i.e., cooperation between superiors and subordinates, and concern about company performance which were positively connected with learning environment in organization to achieve a competitive advantage.

Mujtaba et al. (2009) have examined the work values and the Type A Behavior patterns (TABP-ambitious, aggressive, business-like, controlling, highly competitive, impatient, time-conscious and workaholics) among developing (Belize and Bahamas) and developed countries (UK and USA). The findings revealed that for developed countries work values achievement and independence ranked high then developing countries. For developing countries safety, security, wisdom, health and advancement ranked high than developed countries. Interestingly, it was found that TABP was higher in Belize and the Bahamas as compared to the USA.

Cohen (2009) has examined the relationship between work values (power, achievement, hedonism, stimulation, self-direction., universalism, benevolence, tradition, conformity and security), work-family conflict (WFC), family-work conflict (FWC), and coping strategies among managers. The findings revealed that there was a strong relationship between work values and the three independent variables i.e. work family conflict, family-work conflict and coping strategies and it was found that power, intellectual stimulation and the welfare of others were more inclined towards coping strategies among managers for their effectiveness.

Li and Madsen (2010) have examined perceptions of work ethics (hard work, concept of time, work centrality, self-reliance, group dependency, and morality) on Chinese manager's behavior. The findings revealed that manager's work behavior is influenced by four work values and these are hard work, work centrality, social network and self-reliance. It was also found that among Chinese managers work value was viewed as the only factors for enhancing their effectiveness.

Rosenblatt (2011) has investigated the relationship between institutional processes (rules and operating procedures, organizational codes, coercive requirements, restrictions, authorization and approval processes) and global work values (Individualism: patterns of social associations represented by loosely linked individuals who see themselves as autonomous and Collectivism : Portrays a social pattern encompassing closely linked individuals who view themselves as being a part of one or more collective) among the multinational companies managers. The findings of the study revealed that global work values was positively related to institutional processes, because institutional processes was likely to diffuse global work values more efficiently among managers with collectivistic value orientations. The study also found that global work values were expected to increase cooperation and understanding across team members in multinational as well as create shared meanings of goals and objectives which enhance effectiveness of corporate managers.

Migliore (2011) has evaluated the difference between big five personality traits (extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience) and Hofstede's (1980) dimensions of work values (individualism-collectivism; power distance; masculinity-femininity; uncertainty avoidance; and time orientation) on US and Indian managers. The findings of the study revealed that that there was no difference between personality traits and work values among US and Indian managers. He also emphasized that individual personality and work values influence interactions between people, openness, and extraversion which increase their effectiveness in international business.

Natarajan and Nagar (2011) have examined the role of work values in job choice decision. The findings of the study revealed that job seekers get attracted towards a particular

organization which was perceived to promote work values that were important to them. Job seekers were not only concerned about pay, service conditions etc. (hygiene factors) but go beyond these to evaluate other factors (motivators) too. Job seekers gave very high importance to vision and humanity values and thus, it follows that organizations projecting to be promoting these values attract best talent.

## **2.2 CONCEPT OF ORGANIZATIONAL JUSTICE (OJ)**

The literature review of organizational justice can be initiated from its historical beginning in the work of Adam (1963, 1965). Cognitive dissonance (Festinger, 1957) was cited by Adams as the theoretical underpinning of equity theory and equity theory is the historical root of organizational justice (Homans, 1961). Adam (1963) mentioned that a man suffers from cognitive dissonance when things do not go in the right manner as he or she expected. In the 1960's research focused on studying what perceived inequities did in relation to pay and other extrinsic factors (Homans, 1961, Adams, 1965; Blau, 1964). The present literature review covers the three dimensions of organizational justice: Distributive justice (Greenberg, 1993); Procedural Justice (Thibaut and Walker, 1975); and Interactional Justice (Bies and Moag, 1986).

Masterson et al. (2000) have predicted that if managers perceived fair procedures at workplace, their attitude and behavior show positive outcome towards personal and professional front.

Magner and Johnson (2000) have observed that procedural justice related to the conviction of managers that they should be given a fair treatment both morally and technically in order to deliver high performance. Procedural justice was an effective

motivational tool for improving managerial effectiveness because it initiated the decision-making process of managers.

Miles and Naumann (2000) have found that justice perception influenced employees' in-role and extra-role activities to reciprocate fair treatment and make effort to improve the effectiveness of the organization which was helpful for achievement of the organization's strategic goals and objectives. Results also indicated that perception of justice improve employees' performance and satisfaction level.

Bhupatkar and Bergman (2001) have examined the attitudinal effects of distributive, procedural and interactional justice between American and Indian sample. The findings revealed that there was a significant difference between Indian and American culture but the effects of justice perception on job-related attitudes and behaviors were fairly similar on managers' performance and accounted for their effectiveness.

Pillai et al. (2001) have presented evidence that procedural and distributive justices were related to satisfaction, commitment, and trust among managers which indirectly improve their effectiveness.

Lemons and Jones (2001) have examined that perception of procedural justice was positively correlated with input-output ratio of managers because it makes a significant effect on promotion-decision system and organizational commitment, which enhance managerial effectiveness.

Charash and Spector (2001) have examined the relationship of distributive, procedural and interactional justice with job performance and found that job performance and counterproductive behavior of managers were mainly related to procedural justice which impact on managers decisions making latitude. Huang (2001) has examined the relationship

between organizational justice (distributive and procedural justice) and managerial behavior through intermediary variable trust and found that fair distribution of rewards and procedures significantly related to managers' positive behavior (performance, commitment, job satisfaction, involvement and group cohesiveness).

Rahim et al. (2001) conducted a cross-cultural study to examine the relationship between distributive, procedural, and interactional justice and the two types of organization-directed reactions as: organizational commitment and turnover intention and found that the three forms of justice were related to the organization-directed reactions of both the U.S and Bangladesh employees. Results also indicated that all the three forms of justice fostering formal decision making procedures, decision outcomes and interpersonal treatment which improve their skills, expertise, competencies and proactive behavior at workplace.

Viswesvaran and Ones (2002) have also found that perception of justice predicting a wide range of important workplace outcome such as job performance, citizenship behaviors and organizational commitment with increased productivity. Rupp and Cropanzano (2002) have found that procedural and interactional justice was the strongest motivational factors for enhancing skills and competency among managers.

Wayne et al. (2002) predicted that organizational justice (distributive, procedural and interactional justice) and organizational outcomes as: feelings of inclusion and recognition from upper management are the strongest predictors of perceived organizational support (POS). And, it was also found that organizational justice affects the task performance, contextual performance, and withdrawal behaviors (e.g. absenteeism) among managers.

Lau and Lim (2002) have examined that procedural justice has an indirect effect on managerial performance via participation and concluded that top management's desire for

fairness in the organization leads to increased subordinates' participation in the organizational affairs.

Ambrose et al. (2002) have examined the relationship between injustice and sabotage behavior among managers. The results highlighted that there was a strong relationship between injustice and cause of sabotage, when the source of injustice was interactional, the individuals were more likely to engage in retaliation and secondly, when the source of injustice was distributive, individuals were more likely to engage in equity restoration and thirdly, there was an additive effect of distributive, procedural, and interactional injustice on the severity of damage.

Aryee et al. (2002) have examined the relationship between organizational justice and work outcomes (attitudes and behaviors) and trust as a mediator among public sector managers in India. The findings revealed that organizational justice (distributive, procedural and interactional) was positively related to work outcomes but among all the dimensions of justice, only interactional justice was positively related to trust in managers. The results further revealed that trust in organization partially mediated the relationship between distributive and procedural justice which affect job satisfaction, turnover intentions, and organizational commitment and improve the public sectors managers' effectiveness.

Simons and Roberson (2003) have examined the relationship between perception of justice and organizational commitment among the managers. The findings revealed that there was a strong relationship between organizational justice and organizational commitment, when managers perceive fair perception at workplace their commitment to the organization increases and consequently their performance improve and they assist their coworkers with improve effectiveness at workplace.



Lambert (2003) has examined the relationship between organizational justice, job satisfaction and commitment among private sector managers. The findings revealed that distributive and procedural justice was significantly correlated with job satisfaction and procedural justice has significant impact on organizational commitment. Chang (2003) has also examined that perception of organizational justice was positively correlated with the contextual performance of managers.

Kim et al. (2004) have collected data from 328 employees at eight general hospitals in Korea, and found that distributive justice and procedural justice was the key variable to influence manager's competencies and willingness to engage in customer oriented behavior at workplace.

Fisher (2004) has examined the relationship between procedural justice and loyalty among managers and it was found that perceptions of procedural justice was positively related to loyalty and managers experience with openness and show responsibility in behavior and work involvement with increased decisional latitude at work place.

Rupp et al. (2004) have also examined the relationship between organizational justice (procedural justice and interactional justice) and commitment among prison guards. The findings revealed that there was a positive correlation between organizational justice (procedural justice and interactional justice) and commitment which enhance psychosocial and role modeling functions among prison guards (analyzing their own performance as role models, individuals can improve their personal performance).

Hegtvedt and Warner (2004) have examined the relationship between legitimacy (collective sources of support for an authority) and procedural justice (use of fair procedures) on manager's behavior. The findings suggested that there was a strong relationship between

collective legitimacy and perception of procedural justice. They emphasized that if procedures were perceived as fair, managers feel respected and valued by the organization, and they accept authority for long-term relationship with organization members this improve managers behavior for organizational activities.

DeConinck and Stilwell (2004) have examined the relationship between organizational justice, role states (role conflict and role ambiguity), pay satisfaction, supervisor satisfaction and organizational commitment among managers. The findings revealed that procedural justice was an important and direct predictor of supervisor satisfaction and organizational commitment while distributive justice predicted pay satisfaction among managers. Begum (2005) also found that procedural justice was significantly correlated with job satisfaction and organizational commitment which directly influence the managerial effectiveness.

Tyler and Cremer (2005) have suggested that if leaders perceive procedural justice at workplace they were more legitimate, competent, supportive and more acceptable to organizational changes. Liao and Rupp (2005) have examined the effect of procedural, informational, and interpersonal justice on managers. The findings revealed that fair procedures and interpersonal treatment has a positive effect on manager's attitude and behavior such as satisfaction, commitment, absenteeism and citizenship behavior.

Parker and Kohlmeyer (2005) have investigated the relationship between organizational justice and turnover at large public accounting firms in a major Canadian metropolitan area. The findings revealed that perception of fairness influence turnover intentions through the intermediaries of organization commitment and job satisfaction among managers which tend to reduce turnover and increase their effectiveness at workplace.

Rifai (2005) has found a significant relationship between procedural and distributive justice and job satisfaction among managerial cadres. The findings revealed that perceived justice lead to satisfaction, supportive behavior and happiness at workplace. Tekleab et al. (2005) have investigated the impact of organizational justice on decision making abilities of managers. The findings revealed that perception of justice provide managerial growth, recognition and motivation which help to fulfill the personal and professional needs of managers at workplace and foster the decision making abilities among them.

Cremer et al. (2006) have examined the effect of leader's use of procedural justice on follower's sense of organizational identification (OID), affect-based trust and cognition-based trust. It was found that leaders enacting procedural justice positively affect OID and both types of trust. Further, only affect-based trust (and not cognition-based trust) mediated the relationship between procedural justice and OID.

Nirmala and Akhilesh (2006) have examined the effect of organizational justice in the rightsizing environment on 177 managers in an Indian manufacturing organization. The findings revealed that organizational justice positively correlated with the rightsizing which were seen as the three categories of individual's implementers, stayers and separated. The results showed that justice was an important mode of communication, which improve their decision making abilities, arranging graceful exits and evaluation of the processes which assist the program for the stayers and separated.

Olkkonen and Lipponen (2006) have examined the effect of procedural justice and distributive justice consequences on organizational effectiveness. The findings suggested that organizational effectiveness was positively correlated with procedural justice and distributive justice, and both were related to organizational focused outcomes and provide extra role

behavior activities, career development and increased job performance among managers which make overall impact on organizational effectiveness

Fernandes and Awamleh (2006) have investigated the impact of justice perception (distributive justice, procedural justice, interactional justice) on self assessed performance and job satisfaction of managers in an expatriate environment. The findings revealed that perception of justice was positively correlated with performance and job satisfaction of managers. They suggested that fair perception of justice essential for the fulfillment of the cognitive needs (thinking, growth and decision- making) which motivate the managers to use the professional skills and abilities.

Lilly and Virick (2006) have examined the effect of work locus of control on trust, perceived organizational support (POS), procedural justice and interactional justice. The data was collected on 679 alumni of a university in the southwestern USA. The finding revealed that work locus of control was significantly related to all variables (trust, POS, procedural justice and interactional justice). Perceived organizational support fully mediated the relationship between work locus of control and perceptions of both procedural and interactional justice which lead to healthy relationship and experience growth of employees' at workplace.

Loi et al. (2006) have examined the effect of justice perceptions on perceived organizational support, organizational commitment and intention to leave among employees in Hong Kong. The findings revealed that both procedural and distributive justice have significant functional effects on organizational commitment and intention to leave which was mediated through perceived organizational support. The findings suggested that both procedural justice and distributive justice leads to high esteem, job security, healthy

communication and reduce stress where employees' experience increase level of commitment and satisfaction and thereby reduce the intention to leave the organization.

Eberlin and Tatum (2007) have examined the effect of organizational justice (distributive justice, procedural justice, interactional justice) on conflict management styles of managers. The findings revealed that organizational justice was positively related to conflict management styles of managers because organizational justice discover the new way of resolving the problem and provide the better insight to handle the conflict with increase effectiveness.

Cropanzano et al. (2007) have investigated the intra-unit justice (group perceptions regarding how team members generally treat one another) and interunit justice (perceptions regarding the way one group treats another) climate on managers. The findings revealed that both intra-unit and inter-unit justice perception improve managers networking, performance, promote organizational learning and produce innovative environment among managers which increase managerial effectiveness to achieve organizational goals.

Pare' and Tremblay (2007) have found that procedural justice and interactional justice influence the human resources practices like employee empowerment, competence development programmers' (job rotation programs, mentoring and training) and information sharing practices, recognition practices and fair organizational rewards lead to organizational commitment and reduce turnover intentions exhibit workplace satisfaction among managers.

Kimberley and Hartel (2007) have highlighted in their findings that interactional injustice produced stronger negative responses (poor communication, low performance) than those created by distributive justice.

Rupp et al. (2007) have exposed the information sharing process among managers which effected multilevel contextual performance of employees. In another study conducted in the UAE, Suliman (2007) has examined the impact of organizational justice on employees' satisfaction and performance. The study revealed that justice an important and direct predictor of supervisor satisfaction, while distributive justice predicted pay satisfaction.

Härtel and Gangegoda (2008) found positive relationship between organizational justice (distributive, procedural justice and interactional justice) and moral development of managers.

Eberlin and Tatum (2008) have investigated the effect of justice perceptions on manager's performance. The data was collected from, 261 participants in USA. The findings revealed that perception of justice created a long term performances cultures by fostering managerial development, extending genuine regard for employee contributions, wellbeing, and leveraging employee commitment.

Dayan and Benedetto (2008) have examined the relationship between organizational justice (procedural & interactional justice) and team performance on 117 project managers in Ankara and Turkey. The findings revealed that interactional justice and procedural justice was significantly associated with teamwork quality and team performance. The finding also suggested that project managers can significantly improve their team member performance through perceived level of organizational justice.

Forret and Love (2008) have examined the effect of organizational justice (distributive justice, procedural justice and interactional justice) on coworker's relationships. The data was collected on 364 employees from USA. The findings revealed that there was a strong and positive relationship between organizational justice and coworker's relationship

and found that fairness in rewards and procedures made significant contribution to improving efficiency and effectiveness at workplace.

Ngodo (2008) has examined the relationship between transformational leadership and trust and mediating role of procedural justice. The findings revealed that transformational leadership effect on trust both directly and indirectly through procedural justice, which also influences organizational citizenship behavior, organizational commitment and job satisfaction, all these factors jointly affect the leadership effectiveness.

Zhang et al. (2009) have observed that organizational justice plays a critical role in strategic human resource management and also helpful to get expected efficiencies of managers, positive attitudes and behaviors.

Lawson et al. (2009) have examined the effect of work outcome and organizational justice perceptions on manager's psychological health (cognitive growth and positive emotions) and their job satisfaction. The findings revealed that organizational justice directly impacts the psychological health of managers. The findings also revealed that low procedural justice affects organizational level evaluations, commitment and increase burnout, psychosomatic disorders and hostility among managers.

Kumar et al. (2009) have examined the relationship between perceived organizational justice, job satisfaction and organizational commitment among managers. The results indicated that distributive justice was significantly related to job satisfaction while procedural justice was not. Also, both distributive justice and procedural justice were found to be significantly related to managerial commitment.

Jamaludin (2009) has found that if managers were treated with respect and dignity by their senior management they were more likely to have faith in the management decision

process and being treated in a considerate and respectful manner generate feelings of recognition, job satisfaction and commitment, which directly enhances the effectiveness.

Acquaah and Tukamushaba (2009) have examined the effect of human factor, organizational justice and their interaction on perceived organizational effectiveness (OE) in two Sub-Saharan African economies (Ghana and Uganda). The findings indicated that organizational justice was positively correlated with organizational effectiveness in both Ghana and Uganda. The study implied that when managers perceive their organization as fair they are more likely to engage in helping behaviors that leads to a managerial as well as organizational effectiveness.

Yavuz (2010) conducted survey on 445 teachers and found that distributive justice and procedural justice was positively correlated with power culture, role culture, success culture and support culture and teachers' affective, continuance and normative commitment which improved their work performance at workplace.

Elanain (2010) has examined the relationship between organizational justice and work outcome on 350 managers working in five large organizations operating in Dubai. The findings revealed that distributive justice and procedural justice were significantly correlated with work outcomes such as job satisfaction, organizational commitment and turnover which directly influence the managerial effectiveness.

Fatt et al. (2010) have examined the effect of organizational justice (distributive justice and procedural justice) on Malaysian managers in terms of job satisfaction, organizational commitment and turnover intentions. The findings revealed that the higher the level of managers' perception towards fairness higher the contribution towards the organization (commitment) and reduces turnover intentions.



Wang and Nayir (2010) have investigated the relationship between procedural justice and a manager's decision making abilities. The findings revealed that procedural justice was positively correlated with managers decision making and encourage initiative and information sharing nature among managers throughout the hierarchical system of an organization.

Rezaiean et al. (2010) has examined the relationship between organizational justice and nurse's effectiveness towards the hospitals goals. The findings revealed that organizational justice (distributive, procedural and interactional justice) was positively correlated with nurse's effectiveness through developing healthy communication, trust and respect, which ultimately affects the quality of services given to patients.

Wang et al. (2010) have identified the impact of organizational justice on work performance of leaders. They found that among three kinds of organizational justice, interactional justice was the best predictor of performance and increase their effectiveness at workplace.

Gupta and Kumar (2010) have examined the impact of communication relationship satisfaction (CRS) on justice perceptions. The findings revealed that communication relationship satisfaction was significantly related to all types of justice perceptions. However, the findings was also found that managers was an important entity in achieving organizational objective and interactional justice play a far more important role in increasing their effectiveness.

Mohammad et al. (2011) have examined the effect of organizational justice (distributive justice, procedural justice and interactional justice) on organizational citizenship behavior (general compliance behavior and altruistic behavior) in the higher education



institution context. A survey was conducted on 120 non-academic staffs of the national University of Malaysia .The findings revealed that there was no significant relations between distributive justice and organizational citizenship behavior. However, it was found that as the perception of procedural and interactional justice in the workplace increases, they were more willing to practice positive behaviors towards their organization in term of general compliance behavior and altruistic behavior among organization

Chao et al. (2011) have investigated the relationship between the leadership style and innovative behavior with the interference of the organizational justice and culture in manufacturing industry. The findings revealed that there was a positive relationship between leadership style and innovative behavior and procedural and distributive justice develop the caring attitude among managers and allow them to shorten the distance between managers and employees to promote innovation.

Altaf et al. (2011) have investigated the relationship of distributive justice, procedural justice on customer oriented behavior in health care sector of Pakistan. The findings revealed that there was positive correlation between distributive and procedural justice on customer oriented behavior. The findings suggested that perception of justice increase performance, satisfaction, involvement and loyalty towards customers.

Purang (2011) has examined the relationship between perceived organizational support and organizational justice (distributive and procedural justice). The data were collected from multi-national organization operating in India. The findings revealed that positive significant relationship was found between distributive justice and procedural justice with organizational support and both forms of organizational justice influence affective

commitment of employees by providing organizational rewards and favorable job condition (good pay, promotions, job enrichment and loyalty).

Rana et al. (2011) have examined the effect of distribution of rewards, organizational policies and procedures and interpersonal treatment on managerial effectiveness. The findings exposed that justice perception enhances managerial effectiveness and heightens the productivity in organizations.

Ince and Gül (2011) have examined the relationships between organizational communication and organizational justice. The findings revealed that there was a significant relationship between communication and interactional and procedural justice at workplace which contribute to organizational development and self improvement.

### **2.3 CONCEPT OF MANAGERIAL EFFECTIVENESS (ME)**

The evolution of managerial effectiveness over the course of the twentieth century demonstrates the importance of managerial effectiveness as one of the key factors of organizational success. During the first quarter of the century, Taylor (1911) has appropriately described the nature of work during the industrial revolution and portrayed the manager as one who plans, organizes, commands, coordinates, and controls. The next 25 years brought greater recognition to the social context of work and the introduction of human-relations models for managerial effectiveness (Barnard, 1938; Mayo, 1933). Thorndike (1949) was the first to make note of the trend to measure managerial effectiveness by defining the statement of some ultimate criterion like tasks of the work groups effectiveness approach, human behavior approach and behavioral approach. These approaches stressed that managerial responsibility went beyond productivity and efficiency to include the need for attention to human and behavioral aspects of managers.

Managerial effectiveness has been extensively investigated in the fields of management, applied psychology, and organizational behavior. Literally, dozens of studies have demonstrated that managerial effectiveness has important consequences for organizations and their members. The concept of “managerial effectiveness” has been defined differently by different scholars due to its complex nature (Bao, 2009). Srivastava & Nair (2010) have proposed that only continuing research in this area would help in identifying important personality variables which can predict managerial effectiveness. Although by common understanding, effective managers are those who deliver results and add value to the company. However, managerial effectiveness is difficult to define in precise terms. Different researchers have, therefore, used different criteria to evaluate the effectiveness of a manager. A number of studies have focused on accomplishment of goals and results (Drucker, 1967; Reddin, 1970). Others have focused on the characteristics and skills of managers (Katz, 1974; Balaraman, 1989). Still others stressed appropriate behaviors and actions (Luthans, 1988). Then according to the situational view of Mintzberg (1973); manager’s jobs are effective in different ways at different times depending on the combination of different roles at each level.

Gupta (1996) has defined managerial effectiveness as the “ability of a manager to carry out the activities required of his position while achieving the results both current and in terms of developing further potential.” Using factor analysis, 16 dimensions of managerial effectiveness were identified, viz. confidence in subordinates, communication & task assignment, networking, colleagues management, discipline, resource utilization, management of market environment, conflict resolution, integrity & communication, client management & competence, motivating, delegation, image building, welfare management,

consultative, and inspection and innovation. This model has been developed for the Indian context and it seems to encompass all the relevant dimensions of managerial effectiveness incorporated in other models. A closer look at these 16 dimensions reveals that there is high inherent in Gupta's (1996) construct.

Singh (1997) has presented seven sets of managerial activities viz developing job competence, generating opportunities to use the abilities, clarify personal goals and role, personal feedback, personal disclosure and displacing sources of needs gratification, which a practicing manager to enhance his personal effectiveness in the work situation. Willcocks (1998) has examined the nature of managerial effectiveness and findings revealed that managerial effectiveness influence by many different variables (environmental, personal and organizational).

Rangnekar (1999) has commented views on managerial effectiveness that behavior and performance were directed by organizational culture. The study concluded that for enhancing managerial effectiveness, it is essential to improve ones effectiveness in both dimensions i.e., functional as well as personal.

Sen and Saxena (1999) have described some characteristics of managerial effectiveness as getting the right things done; focus on personal contribution, time management and time orientation, motivating, change, ethics and values in management.

Dave & Rastogi (1999) have examined that a manager was effective, if he or she achieved the goals for which he or she was working in the organization as well as he or she satisfied his or her own needs and enhances his or her abilities and capabilities through the organization in which he or she works. As remarked by the Chhabra (1999) managerial

effectiveness comprised of scientific thinking, deciding and thoughtful organization, direction and control to ensure better results.

Nair & Yuvaraj (2000) have successfully used Gupta (1996) construct in their study and findings revealed that personal variables (behavior, role, skills etc.) were related to managers' ability to manage people and have a significant impact on their effectiveness.

Schwartz et al. (2000) have identified items for managerial effectiveness as vision for the future, planning of activities, organizing, delegating, motivating, communicating, follow up, evaluating and providing feed back. The results revealed that a vision for the future was given top priority among all the items for enhancing managerial effectiveness. Latif (2002) has examined managerial characteristics among pharmacy students and findings revealed that effective managers require different set of characteristics which were entirely different from ineffective managers (Robbins and Hunsaker, 1996). According to Morse and Wagner (1978), the effective managers in addition to their managerial functions of planning, organizing, leading and controlling also provide professional growth and development opportunities to their subordinates, motivate employees to perform well and encourage managerial effectiveness.

Sayeed & Yuvaraj (2002) have examined the relationship between managerial effectiveness and occupational needs among public and private sectors managers. The findings revealed that there was a significant relationship between managerial effectiveness and their occupational needs, such as affiliation, achievement and power are significant variables which contribute managerial effectiveness.

Leslie (2002) has conducted critical incident interviews on 55 chief executive officers (CEOs) from a variety of industries across 15 countries in order to determine the factors

predicting global managerial effectiveness. Findings revealed that factors such as: sharpening the focus, building commitment, and driving for success are the three kinds of competencies which varies according to cultural context and enhances the managerial effectiveness at workplace.

Page et al. (2003) have examined the managerial effectiveness upon personal attributes of the individual (16 environmental variables, 4 management development variables and 2 variables reflecting personal skills and abilities). The findings revealed that eight factors (negative organization, good support, structured management, poor professional services, management development, SME management, positive culture and personal characteristics) explaining the majority of perceived managerial effectiveness which influences the ability of manager with particular emphasis on the role of supervisors and subordinates. The overall results suggested that, like other employee, managers are more likely to see both their successes and hindrances as a function of their environment.

Shipper et al. (2003) have examined the relationship between emotional intelligence and managerial effectiveness among three national cultures (Malaysia, UK and USA). The findings revealed that there was a strong relationship between managerial effectiveness and emotional intelligence but the cultural differences influenced the emotional intelligence of managers which impact on self awareness, decision making styles, values, attitudes and beliefs of managers.

Rastogi and Dave (2004) an interesting finding was discovered between managerial effectiveness and personality type. It was found that those Managers who felt no need to display either their success or achievements and never suffered from a sense of time urgency were higher on managerial effectiveness. Whereas managers who tend to suffer from a

feeling of chronic sense of time urgency and by an excessive competitive drive were low on managerial effectiveness

Schleicher et al. (2004) concluded that affective-cognitive consistency was a significant moderator of the job satisfaction-job performance relationship and those managers higher in affective-cognitive consistency showed a significantly larger correlation between job satisfaction and performance than those lower in affective-cognitive consistency.

In another study conducted by Rastogi and Dave (2004) suggested that a manager's job revolves around three major dimensions of technical, conceptual and human factors. Effective management of all these three factors, especially the conceptual and human dimensions can help increase the productivity of an organization. And since all managers in order to increase productivity have to work through, and with a lot of subordinates require some behavioral skills in order to be successful managers. These authors also state that the performance of a manager can also be assessed by the way they make use of their resources.

Chaudhary (2005) has examined that relationship between managerial effectiveness and knowledge management (KM) practices. The findings revealed that managerial effectiveness was positively correlated with knowledge management practices, KM process increased the manager's explicit knowledge, which is document-able and sharable through information technology; and tacit knowledge, which resides in the manager's mind, behavior, and perception.

Chauhan et al. (2005) have investigated the factors that constitute managerial effectiveness in Indian organizations and compared them to organizations in western countries by using the instrument developed by Mott (1971). The findings revealed that instrument did not replicate its factorial structure in an Indian context. The three factors of



productivity, flexibility and adaptability found by Mott were restructured into two factors in the Indian organizations in terms of functional and personal effectiveness. Functional effectiveness appeared to be associated with productivity, whereas personal effectiveness was equated with adaptability.

Kenworthy & Wong (2005) have examined the relationship between managerial effectiveness and management stimulation game. The findings revealed that management stimulation games have a significant relationship with managerial effectiveness which provide innovative ways of thinking, develop their abilities and group cohesiveness.

Temtime and Pansiri (2006) have examined the relationship between managerial effectiveness and perceived managerial problems in small scale enterprises' on managers of Botswana. The findings revealed that the performance and development of small scale enterprises depended on managerial effectiveness while developing basic managerial skills and knowledge for competitive advantage.

Rangnekar and Dhar (2007) have observed that managerial effectiveness was influenced by internal and external locus of control. The finding revealed that locus of control was a prominent vital variable in predicting managerial effectiveness.

Srivastava & Sinha (2007) have examined the relationship between certain individual level variables (values, needs, maturity, locus of control, work ethic, self-monitoring, learned helplessness, self awareness, self-limiting behavior, and self-consciousness) and managerial effectiveness variables (competence, satisfaction, conflict resolution, need fulfillment, value realization, self-concept and recognition ). The findings revealed that individual variable contributes significantly towards the managerial effectiveness, and the cross cultural variation also influences the relationship of personal variables over managerial effectiveness.

Hamlin & Serventi (2008) have conducted a comparative case study to generic behavioral criterion (effective and in-effective) among UK managers. The findings revealed that the effective and ineffective behavior affects the managerial effectiveness. In effective behavior of managers, the considerations were proactive deals with issues, praises staff regularly on achievements, supporting listening, proper planning, planned decision making, employees participation, training and development strategies, delegation and in ineffective behavior the considerations were avoiding poor performance issues, poor communication across teams, unable to say no (avoids conflicts and confrontation), undermines and manipulates, blames others for own poor work performance, fails to follow policies, procedures and rules, lack of interest, poor and ineffective planning and indecisive. So, the study summarized that effective managers require being proactive, fair and consistent in their role and management of people. They should exhibit effective planning, preparation and information gathering, quick decision, communication, development of others, empowers staff at the time of change and shows a genuine interest for staff. Authors also suggested better social care of the employees makes a manager more effective.

Narayan & Rangnekar (2008) have examined the relationship between organizational climate, HRD climate, job involvement and managerial effectiveness. The findings revealed that HRD climate was the most significant predictor of managerial effectiveness, through the HRD climate problem solving approaches and functional effectiveness of the managers improve.

Bao (2009) has investigated the managerial effectiveness from the dimensions of motivation, constraints and opportunities among public and private sector managers with the help of case studies. The findings revealed that there was a significant difference between the

public and private sectors managers but there were some common factors relating to motivation and constraints in both sectors which promote managerial effectiveness, such as training, provision of necessary resources, appropriate staffing and setting realistic targets.

Bishwas & Rangnekar (2009) have examined the relationship between job involvement and organization culture and managerial effectiveness in manufacturing industry. The findings revealed that managerial effectiveness depends more on the organizational culture than on job involvement.

Pathak et al. (2009) have examined the relationship between values orientations, organizational culture, managerial effectiveness and tolerance for ambiguity. The results indicated that the culture promoted managerial effectiveness which plays a major role in collective mental programming of managers which shapes the values, attitudes, competencies, behaviors and perceptions of managers in a particular manner.

Narayan & Rangnekar (2009) have examined the relationship between organizational culture, job involvement and managerial effectiveness on 48 middle and senior level executives of power sector in India. The findings revealed that there was a high correlation between organizational culture and managerial effectiveness while that between job involvement and managerial effectiveness was found to be low. It might be because the respondents were from public sector in India were more bureaucratic in working and therefore, organizational culture has more influence on managerial effectiveness than job involvement.

Sharma & Mohapatra (2009) have examined the personal and situational factors for managerial motivation and effectiveness. The findings revealed that situational factors (climate, man management policies, commitment) were more important than the personal

factors (social, biological, psychological and spiritual being) which improve managerial effectiveness at workplace.

Srivastava (2009) has examined the relationship between of locus of control, organizational role stress and managerial effectiveness. The findings revealed that organizational role stress was negatively related to managerial effectiveness and internal locus of control moderated organizational role stress and managerial effectiveness relationship. As predicted, internally controlled managers have been found to be higher on overall managerial effectiveness.

Singh (2010) has examined the effect of the HRM practices and organizational culture on managerial effectiveness in public sector organizations in India. This study revealed that the HRM practices and organizational culture were strongly predicted managerial effectiveness and HRM variables such as training and development, self-realization, career management and socio-economic support were strong prerequisite of managerial effectiveness in public sector organizations.

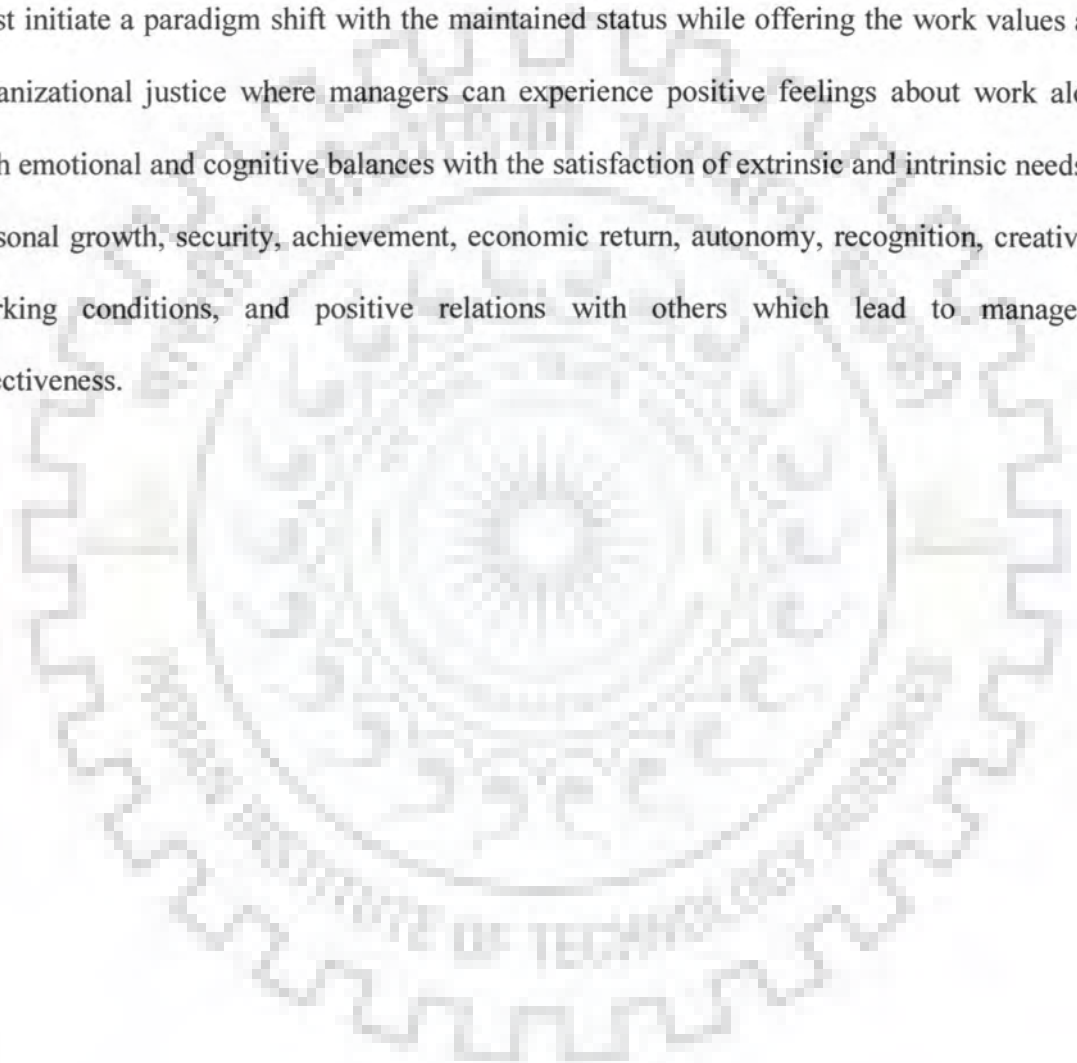
Srivastava and Nair (2010) have examined the effect of emotional intelligence and rational emotive behavior on managerial effectiveness among public and private sectors managers through Gupta (1996) construct of managerial effectiveness. The findings revealed that effect of emotional intelligence on managerial effectiveness was affected by rational emotive behaviors (the ability to behave in a rationally emotive way) which enhance managerial effectiveness. Wang (2011) also suggested that an effective Chinese manager is who supportive, caring, fair, engaging, self-disciplined, unselfish, responsible and knowledgeable.

On the basis of the above mentioned literature review, we can say that there are number of studies conducted in reference to work values and organizational justice and are related to commitment, job satisfaction, quality of work life , organizational stress, trust, psychological wellbeing, organizational citizenship behavior, personality, culture, work personal life balance and optimized production. However, no empirical research has been initiated on managerial effectiveness from the perspective of work values and organizational justice.

Managerial effectiveness is one of the basic activities as well as one of the ultimate objectives in the efforts of organizations to maintain their existence. The reason for this is that managers with a high level of effectiveness are more compatible, satisfied and productive, work with a sense of greater loyalty and responsibility. In earlier research, the relationship between work values, organization justice and managerial effectiveness remains relatively unexplored. The relationship between these constructs needs to be studied deeply. Therefore, a gap was observed in the existing literature regarding the relationship between work values, organizational justice and managerial effectiveness. To mitigate the lack of empirical research on this topic, the present research explores the relationship between work values, organizational justice and managerial effectiveness.

So, we make an initiative to study work values and organizational justice as predictors of managerial effectiveness, with a viewpoint to sustain and develop efficient managers which produce results irrespective of the fact whether the situation are in favor of them are not and also sets an example by personal qualities, job knowledge, business acumen, and management ability. A manager with all the above traits can greatly boost employee performance and help in the development of the organization.

This study has been initiated to explore that to what extent the experiences of work values and perception justice at workplace lead to managerial effectiveness in terms of activities of the position, achieving the results and developing further potential. A philosophical gap has been delineated with an attempt to render the gap; that organizations must initiate a paradigm shift with the maintained status while offering the work values and organizational justice where managers can experience positive feelings about work along with emotional and cognitive balances with the satisfaction of extrinsic and intrinsic needs as personal growth, security, achievement, economic return, autonomy, recognition, creativity, working conditions, and positive relations with others which lead to managerial effectiveness.





*Chapter III*  
**METHODOLOGY**

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## **METHODOLOGY**

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This chapter addresses the approach to the study. It provides an explanation of the objectives that have been set for the study, hypotheses that were formulated, details regarding the sample, the variables to be examined, chosen measurement instruments, procedure for data collection and data analysis.

### **3.1 STATEMENT OF THE PROBLEM**

Faced with the new challenges organizations are realizing the fact that managers are the human capital and the only asset to meet the competitive edges on this global economy. This has resulted in renewed focus on the human resource strategies that can ensure retention, commitment, as well as continued growth and effectiveness of the personnel.

The growth of international business has drawn increasing interest in managerial effectiveness in the context of a revolutionary organizational change process because it is one of the most common phenomena in this universe. Therefore, it is not change which is new to business and industry, but it is the speed of change that is challenging for the contemporary skills of people to manage and adapt to changing environments not only efficiently but also effectively. It is essentially a matter of concern for the winning organizations to choose appropriate strategies for not only retaining talented people with them but also to create opportunities for enhancing the effectiveness of their managerial workforce. Managerial effectiveness is a complex and multifaceted phenomenon. A number of variables or factors are related to effectiveness ranging from a configuration of personal characteristics to on the job behaviors and activities to the consequences of behaviors. Different researchers have,



therefore, used different criteria to evaluate the effectiveness of a manager. A number of studies have focused on the characteristics and skills of the individual managers (Katz et al. 1978; Balaraman, 1989). Gupta (1996) suggested three important aspects of effectiveness: *activities of the position* (communication and task assignment, networking, colleagues management, informal communication, management of market environment, conflict resolution, integrity and communication, motivating, delegation, welfare management and consultative) *achieving the results* (such as discipline, client management and image building) and *developing further potential* (confidence in subordinates, and inspection and innovation).

The present study has taken into consideration the factors of organizational justice and work values. Though a substantial body of research has examined the impact of justice perceptions and work values on outcomes such as job satisfaction, organizational commitment, organizational citizenship behavior, productivity, and withdrawal behaviors that consistently illustrate the importance of work values and justice in the workplace. But researchers still do not adequately account for the mechanisms through which work values and perception of justice affect managerial effectiveness. The question that spurts is whether the experience of work values and perception of justice lead to managerial effectiveness in terms of activities of the position, achieving the results and developing further potential.

With the above discussion a lacuna has been observed in the management discourse, where managerial effectiveness at workplace has always been an agenda. An urge has been expressed to provide work environment which leads to managerial effectiveness while delineating two major behavioral patterns as: exhibition of work values and organizational justice within organizations while establishing managers to be marked as fully functioning

and flourishing towards their roles. Thus, it can be hypothesized that work values and perception of justice leads to managerial effectiveness in terms of activities of the position, achieving the results and developing further potential.

### **3.2 OBJECTIVE OF THE STUDY**

The major objective of the present study is to explore the relationship of Work values (WV) and Organizational Justice (OJ) with Managerial Effectiveness (ME). The objectives of the present study are:

- Objective 1:** To study the significant relationship between work values and managerial effectiveness as well as prediction of managerial effectiveness with work values, as the criterion variable.
- 1.1.** To study the significant relationship between creativity and the dimensions of managerial effectiveness. Also to predict managerial effectiveness (activities of the position, achieving the results and developing further potential) with creativity, as the criterion variable.
  - 1.2.** To study the significant relationship between management and the dimensions of managerial effectiveness. Also to predict managerial effectiveness (activities of the position, achieving the results and developing further potential) with management, as the criterion variable.
  - 1.3.** To study the significant relationship between security and the dimensions of managerial effectiveness. Also to predict managerial effectiveness (activities of the position, achieving the results and developing further potential) with security as, the criterion variable.

- 1.4. To study the significant relationship between altruism and the dimensions of managerial effectiveness. Also to predict managerial effectiveness (activities of the position, achieving the results and developing further potential) with altruism, as the criterion variable.
- 1.5. To study the significant relationship between achievement and the dimensions of managerial effectiveness. Also to predict managerial effectiveness (activities of the position, achieving the results and developing further potential) with achievement, as the criterion variable.
- 1.6. To study the significant relationship between variety and the dimensions of managerial effectiveness. Also to predict managerial effectiveness (activities of the position, achieving the results and developing further potential) with variety, as the criterion variable.
- 1.7. To study the significant relationship between intellectual stimulation and the dimensions of managerial effectiveness. Also to predict managerial effectiveness (activities of the position, achieving the results and developing further potential) with intellectual stimulation, as the criterion variable.
- 1.8. To study the significant relationship between supervisory relations with the dimensions of managerial effectiveness. Also to predict managerial effectiveness (activities of the position, achieving the results and developing further potential) with supervisory relations, as the criterion variable.
- Objective 2:** To study the significant relationship between organizational justice and managerial effectiveness as well as prediction of managerial effectiveness with organizational justice, as the criterion variable.

- 2.1. To study the significant relationship between distributive justice and the dimensions of managerial effectiveness. Also to predict managerial effectiveness (activities of the position, achieving the results and developing further potential) with distributive justice, as the criterion variable.
- 2.2. To study the significant relationship between procedural justice and the dimensions of managerial effectiveness. Also to predict managerial effectiveness (activities of the position, achieving the results and developing further potential) with procedural justice, as the criterion variable.
- 2.3. To study the significant relationship between interactional justice and the dimensions of managerial effectiveness. Also to predict managerial effectiveness (activities of the position, achieving the results and developing further potential) with interactional justice, as the criterion variable.

### 3.3 HYPOTHESES

The study has been initiated to verify the following hypotheses:

**H1:** There is significant relationship between work values and managerial effectiveness. Also work values will significantly predict managerial effectiveness.

**H1a.** There is significant relationship between creativity and the dimensions of managerial effectiveness. Also creativity will significantly predict the dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

**H1b.** There is significant relationship between management and the dimensions of managerial effectiveness. Also management will significantly predict the

dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

**H1c:** There is significant relationship between security and the dimensions of managerial effectiveness. Also security will significantly predict the dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

**H1d:** There is significant relationship between altruism and the dimensions of managerial effectiveness. Also altruism will significantly predict the dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

**H1e:** There is significant relationship between achievement and the dimensions of managerial effectiveness. Also achievement will significantly predict the dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

**H1f:** There is significant relationship between variety and the dimensions of managerial effectiveness. Also variety will significantly predict the dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

**H1g:** There is significant relationship between intellectual stimulation and the dimensions of managerial effectiveness. Also intellectual stimulation will significantly predict the dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

**H1h:** There is significant relationship between supervisory relations and the dimensions of managerial effectiveness. Also supervisory relations will significantly predict the dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

**H2:** There is significant relationship between organizational justice and managerial effectiveness. Also organizational justice will significantly predict managerial effectiveness.

**H2a.** There is significant relationship between distributive justice and the dimensions of managerial effectiveness. Also distributive justice will significantly predict the dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

**H2b.** There is significant relationship between procedural justice and the dimensions of managerial effectiveness. Also procedural justice will significantly predict the dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

**H2c.** There is significant relationship between interactional justice and the dimensions of managerial effectiveness. Also interactional justice will significantly predict the dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

### **3.4 SAMPLE**

The study was conducted on a sample of 300 managers working in different sectors. The convenient purposive sampling procedures are used to collect data from managers working in different organizations. Data was collected on the basis of questionnaire related to work

values, organizational justice and managerial effectiveness. Apart from this, personal information was also collected on the basis of certain factors as: name, age, gender, educational qualification, occupation, marital status, designation and work experience. The descriptive statistics of the demographic variables as: gender and marital status, educational qualification, work-experience has been shown in Table-2.

**Table-2**

**Frequency Table for Demographic Variables Taken up in the Study**

Demographic variable	Frequency	Percent
<b>Gender</b>		
Male	274	91.3
Female	26	8.7
Total	300	100
<b>Marital status</b>		
Married	268	89.3
Unmarried	32	10.7
Total	300	100
<b>Educational Qualification</b>		
Graduate	166	55.3
Postgraduate	134	44.7
Total	300	100
<b>Age</b>		
25-40	114	38
41-56	144	48
57-72	42	14
Total	300	100
<b>Work-Experience</b>		
1-15	146	48.7
16-30	131	43.7
31-45	23	7.6
Total	300	100

### 3.5 INSTRUMENTS

The data for the study has been collected by administering three measuring instruments. A brief description of each test has been given as under:

#### 3.5.1 Personal Information Sheet

The personal information sheet included a list of questions as: Name, Age, Gender, Marital Status, Educational Qualification, and Name of the Organization, Designation and Work Experience. The Personal information Sheet has been shown in **Appendix A**.

#### 3.5.2 Work Values Scale (WVS)

Work values have been measured by 45-items scale developed by Donald E. Super (1970). The scale identifies 15 dimensions which are extrinsic as well as intrinsic to work and satisfaction. These are *altruism, esthetics, creativity, management, prestige, achievement, way of life, surroundings, supervisory relations, intellectual stimulation, economic returns, security, independence, variety and associate* which constitute the concept of work values. Participants were asked to respond on a five point Likert-scale ranging from 1 = unimportant to 5 = very important. The reliability coefficients for altruism, creativity, intellectual stimulation, achievement, management, security, supervisory relations, variety are: .83, .84, .81, .83, .84, .87, .83, and .82 respectively. Work values Scale (WVS) has been shown in **Appendix B**.



The dimensions of work values have been defined as under:

- i) **Creativity:** This dimension is associated with work which permits one to invent new things, design new products or develop new ideas.
- ii) **Management:** This dimension is associated with work which permits one to plan and lay out work for others to do.
- iii) **Altruism:** This dimension enables an individual to contribute to the welfare of others. This dimension assesses social service values and interest.
- iv) **Variety:** This dimension is associated with work that provides an opportunity to do different types of jobs.
- v) **Intellectual Stimulation:** This dimension is associated with work which provides opportunity for independent thinking and for learning how and why things work.
- vi) **Achievement:** This dimension is associated with work which gives one a feeling of accomplishment in doing a job well. Achievement appears to assess a task orientation, a liking for work with visible, tangible, results.
- vii) **Security:** This dimension is associated with works which provide one with the certainty of having jobs even in hard times.
- viii) **Supervisory Relations:** This dimension is associated with work which is carried out under a supervisor who is fair and with whom one can get along.

### 3.5.3 Organizational Justice Scale (OJS)

Perception of justice within organizations was measured by using three scales, which identifies the three dimensions of organizational justice as Distributive Justice, Procedural Justice, and Interactional Justice (**Appendix C**).

### **3.5.3A. Distributive Justice Scale**

Perception of distributive justice was measured with the distributive justice index, developed by Price and Muller (1986). The scale consists of 5-items and measures the degree to which the rewards received by officers are perceived to be related to performance inputs. Each item measures the degree to which respondent believes that he or she is fairly rewarded on the basis of comparison with responsibilities, education, and performance. This is a 7-point scale and the scores on the scale range from 1 = Strongly Disagree to 7 = Strongly Agree. The reported reliability coefficient of the scale has been found to be .90 (**Appendix C1**).

### **3.5.3B. Procedural Justice Scale**

Perception of procedural justice has been measured by the scale developed by Niehoff and Moorman (1993). There are 15 items in the scale which measure the degree of fairness in the formal and informal procedures implemented by the higher authorities. Each item has been scored on a 7-point scale ranging from 1=Strongly Disagree to 7=Strongly Agree. The reported reliability coefficient of the scale has been found to be .90 (**Appendix C2**).

### **3.5.3C. Interactional Justice Scale**

Perception of interactional justice was measured by using a 9-item scale developed by Moorman (1991). This 9-item scale measures the interpersonal treatment that the employees receive during the enactment of organizational procedure. This is a 7-point scale and the scores on the scale range from 1 = Strongly Disagree to 7 = Strongly Agree. The reported reliability coefficient of the scale has been found to be .98 (**Appendix C3**).

### 3.5.4 Managerial Effectiveness Scale (MES)

It is a measure of self perceived managerial effectiveness developed by Seeta Gupta (1996), primarily for assessing potential rather than current performance. This scale examines the more specific behaviors contributing to managerial effectiveness rather than fixating oneself to the idea of 'consideration' and 'initiating structure'. The scale measures the three aspects of effectiveness viz. 1) *activities of the position*, 2) *achieving the results* and 3) *developing further potential*. These three aspects are also characterized into different factors:

- (1) **Activities of the position** include eleven sub-dimensions viz. , communication and task assignment, networking, colleagues management, informal communication ,management of market environment, conflict resolution, integrity and communication, motivating, delegation, welfare management and consultative.
- (2) **Achieving the results** include three sub-dimensions viz., discipline, client management and competence, and image building.
- (3) **Developing further potential** include two sub-dimensions viz., confidence in subordinates, and inspection and innovation.

The scale includes sixteen factors and 45 items. The reliability of the scale was found to be 0.73. This is a five point scale and the scores ranges from 1 = Never to 5 = Always. Twelve items are negatively scored for which the scoring is reverse and these item numbers are 3, 4, 8, 9, 18, 21, 27, 35, 36, 38, 40 and 43 respectively (**Appendix D**).

### 3.6 ADMINISTRATION AND SCORING

A recommendation letter was drafted and sent to the heads of companies and consent was taken for data collection for the fulfillment of the requirements of the study. The data was collected personally by the researcher. While administering the tests, good rapport was

established with the subjects to get their maximum cooperation and to have best responses out of them. The subjects were taken into confidence with the assurance given to them that the purpose of data collection is solely academic and carries no personal interest and was also assured that the responses would be kept confidential. Though there was no time limit to finish the questionnaires, but the subjects took approximately 30-35 minutes to finish all three questionnaires. The instructions and administration procedures were same for all the subjects and well in accordance with that described by the test authors. The scoring was done as per the instructions given in the manuals of the respective questionnaires.

### **3.7 STATISTICAL ANALYSIS**

The obtained data was subjected to a number of statistical analyses pertinent to the research objectives of the study. The major part of the study is pertinent to Pearson's Product Moment Correlation Method and Stepwise Multiple Regression Analysis to examine the effect of work values and organizational justice on managerial effectiveness. The descriptive analysis was also worked out to examine the nature of score distribution. In addition, to examine the factor structure of the measures taken up in the study, scales were subjected to Principal Component Analysis (PCA) with Kaiser's Varimax Rotation. To brief, the analysis was conducted using SPSS 15.0 version for Principal Component Analysis (PCA), Pearson Correlation and Stepwise Regression Analysis.

#### **3.7.1 Factor Structures of the Measures**

The scales of work values, organizational justice and managerial effectiveness were subjected to Principal Component Analysis (PCA) with recommendation of Kaiser's Varimax Rotation Method.

The work values scale was put to factor analysis on the basis of principal factor analysis, and the seven factors were extracted up to Eigen values greater than 1.00 and the seven factors accounted for 73.96 percent of total variance. Work values scale was subjected to factor analysis and out of 45 items, 18 items were extracted for further analysis and out of 15 dimensions, five dimensions were excluded from the scale with the factor loadings less than .65. The communalities which give proportion of variance for each of the original variables are entered in the last column of factor matrix. Communalities for all the 45 items ranged between .39 to .83. The unrotated and rotated factor solutions are presented in Table 3a and Table 3b respectively.

**Table 3a: Work Value Scale Unrotated Component Matrix**

Items	Components							h <sup>2</sup>
	1	2	3	4	5	6	7	
Creativity 1	0.74							0.77
Creativity2	0.72							0.76
Creativity3	0.78							0.77
Mangement1	0.74							0.70
Mangement2	0.74							0.77
Mangement3	0.78							0.76
Achievement1	0.73							0.69
Achievement2	0.73							0.74
Achievement3	0.79							0.82
Surroundings1	0.76							0.70
Surroundings2	0.76							0.72
Surroundings3	0.76							0.74
Supervisory Relation1	0.74							0.77
Supervisory Relation2	0.74							0.76
Supervisory Relation3	0.76							0.82
Way of life1	0.75							0.74
Way of life2	0.49							0.45
Way of life3	0.76							0.76

Items	Components							h <sup>2</sup>
	1	2	3	4	5	6	7	
Security 1	0.76							0.75
Security2	0.78							0.73
Security3	0.81							0.83
Associates1	0.72							0.66
Associates2	0.78							0.70
Associates3	0.74							0.76
Esthetics1	0.45							0.39
Ethetics2	0.75							0.69
Ethetics3	0.76							0.75
Prestige1	0.83							0.75
Prestige2	0.81							0.76
Prestige3	0.77							0.76
Independence1	0.78							0.78
Independence2	0.75							0.76
Independence3	0.81							0.72
Variety1	0.79							0.81
Variety2	0.79							0.76
Variety3	0.68							0.69
Economic return 1	0.77							0.82
Economic return2	0.71							0.74
Economic return3	0.78							0.72
Altruism 1	0.79							0.82
Altruism2	0.80							0.80
Altruism3	0.76							0.77
Intellectual Stimulation1	0.67							0.68
Intellectual Stimulation2	0.71							0.75
Intellectual Stimulation3	0.72							0.72
<b>Eigen Values</b>	25.49	1.52	1.4	1.29	1.2	1.15	1.06	33.11

**Table 3b: Work Value Scale Rotated Component Matrix**

Items	Components							h <sup>2</sup>
	1	2	3	4	5	6	7	
Creativity 1		.69						0.77
Creativity2		.71						0.76
Creativity3	.69							0.77
Mangement1		.62*						0.70
Mangement2				.71				0.77
Mangement3							.59*	0.76
Achievement1						.51*		0.69
Achievement2		.69						0.74
Achievement3	.72							0.82
Surroundings1						.54*		0.70
Surroundings2				.51*				0.72
Surroundings3							.63*	0.74
Supervisory Relation1						.68		0.77
Supervisory Relation2		.64*						0.76
Supervisory Relation3	.76							0.82
Way of life1						.63*		0.74
Way of life2					.47*			0.45
Way of life3							.63*	0.76
Security 1						.63*		0.75
Security2		.55*						0.73
Security3	.71							0.83
Associates1						.55*		0.66
Associates2					.42*			0.70
Associates3							.63*	0.76
Ethetics1		.34*						0.39
Ethetics2				.52*				0.69
Ethetics3	.64*							0.75
Prestige1			.54*					0.75
Prestige2	.48*							0.76
Prestige3							.49*	0.76
Independence1			.66					0.78
Independence2				.67				0.76
Independence3	.65							0.72
Variety1			.69					0.81
Variety2					.60*			0.76
Variety3					.64*			0.69
Economic return1			.72					0.82
Economic return2				.70				0.74

Items	Components						h <sup>2</sup>	
	1	2		1	2		1	2
Economic return3							.47*	0.72
Altruism1			.72					0.82
Altruism2					.63*			0.80
Altruism3					.59*			0.77
Intellectual Stimulation1			.69					0.68
Intellectual Stimulation2				.70				0.75
Intellectual Stimulation3							.58*	0.72
<b>Eigen Values</b>	5.74	4.91	4.87	4.93	4.24	4.22	4.20	33.11
<b>Percentage of Variance</b>	12.76	11.09	11.01	10.95	9.43	9.38	9.34	73.96

Items marked with the symbol (\*) have factor loading less than .65 and have been excluded from further analyses..

Furthermore, for distributive justice scale, same procedure was applied. On the basis of Principle Component Analysis with recommendation of Kaiser's Varimax Rotation, total five items were selected and was found that all the five items were loaded heavily, that is, the factor loadings above .60. The scale accounted for 95.05 percent of variance and the communalities ranged from .88 to .97. The unrotated and rotated factor solutions are presented in Table 4a and Table 4b respectively.

**Table 4a: Distributive Justice Scale Unrotated Component Matrix**

Variables/Items	Components			h <sup>2</sup>
	1	2	3	
Distributive Justice1	.91			.96
Distributive Justice2	.92			.95
Distributive Justice3	.93			.88
Distributive Justice4	.91			.97
Distributive Justice5	.92			.97
<b>Eigenvalues</b>	4.59	.06	.08	4.73



**Table 4b: Distributive Justice Scale Rotated Component Matrix**

Variables/Items	Components			h <sup>2</sup>
	1	2	3	
Distributive Justice1	.83			.96
Distributive Justice2	.78			.95
Distributive Justice3	.57			.88
Distributive Justice4		.81		.97
Distributive Justice5			.77	.97
<b>Eigenvalues</b>	1.941	1.51	1.28	4.73
<b>Percentage of Variance</b>	38.82	30.54	25.69	95.05

For procedural justice out of fifteen items, 9 items were extracted and six items were excluded from the scale with the factor loadings less than .60. The scale accounted for 78.88 percent of variance and the communalities ranged from .43 to .93. The unrotated and rotated factor solutions are presented in Table 5a and Table 5b respectively.

**Table 5a: Procedural Justice Scale Unrotated Component Matrix**

Variables/Items	Components			h <sup>2</sup>
	1	2	3	
Procedural Justice1	.82			.70
Procedural Justice2	.89			.82
Procedural Justice3	.53			.89
Procedural Justice4	.90			.82
Procedural Justice5	.82			.77
Procedural Justice6	.58			.43
Procedural Justice7	.41			.93
Procedural Justice8	.87			.76
Procedural Justice9	.87			.79
Procedural Justice10	.86			.82
Procedural Justice11	.89			.86
Procedural Justice12	.90			.87
Procedural Justice13	.87			.77
Procedural Justice14	.88			.79
Procedural Justice15	.86			.74
<b>Eigenvalues</b>	10.04	.93	.79	11.76

**Table 5b: Procedural Justice Scale Rotated Component Matrix**

Variables/Items	Components			h <sup>2</sup>
	1	2	3	
Procedural Justice1	.59*			.70
Procedural Justice2	.59*			.82
Procedural Justice3		.59*		.89
Procedural Justice4	.78			.82
Procedural Justice5	.58*			.77
Procedural Justice6	.57*			.43
Procedural Justice7			.94	.93
Procedural Justice8	.59*			.76
Procedural Justice9	.83			.79
Procedural Justice10	.90			.82
Procedural Justice11	.90			.86
Procedural Justice12	.89			.87
Procedural Justice13	.82			.77
Procedural Justice14	.83			.79
Procedural Justice15	.81			.74
<b>Eigenvalues</b>	8.38	1.84	1.54	11.76
<b>Percentage of Variance</b>	56.14	12.47	10.27	78.88

Items marked with the symbol (\*) have factor loading less than .60 and have been excluded from further analyses..

And lastly, for interactional justice, total nine items were analyzed and all the items were included in the study with their factor loadings above .60. The scale accounted for 90.33 percent of variance and the communalities ranged from .82 to .94. The unrotated and rotated factor solutions are presented in Table 6a and Table 6b respectively.

**Table 6a: Interactional Justice Scale Unrotated Component Matrix**

Variables/Items	Components			h <sup>2</sup>
	1	2	3	
Interactional Justice1	.90			.90
Interactional Justice2	.88			.94
Interactional Justice3	.89			.88
Interactional Justice4	.91			.89
Interactional Justice5	.91			.82
Interactional Justice6	.89			.89
Interactional Justice7	.89			.88
Interactional Justice8	.91			.91
Interactional Justice9	.89			.92
<b>Eigenvalues</b>	7.32	.40	.31	8.03

**Table 6b: Interactional Justice Scale Rotated Component Matrix**

Variables/Items	Components			h <sup>2</sup>
	1	2	3	
Interactional Justice1		.73		.90
Interactional Justice2		.82		.94
Interactional Justice3		.68		.88
Interactional Justice4	.72			.89
Interactional Justice5	.70			.82
Interactional Justice6	.75			.89
Interactional Justice7			.70	.88
Interactional Justice8			.74	.91
Interactional Justice9			.79	.92
<b>Eigenvalues</b>	2.71	2.65	2.67	8.03
<b>Percentage of Variance</b>	30.83	29.81	29.69	90.33

For managerial effectiveness (ME), the items from the study were excluded which were having factor loadings for less than .64. As aforementioned, managerial effectiveness scale is divided into three dimensions, as: (1) activities of the position, (2) achieving the results and (3) developing further potential. Activities of the position include eleven factors and 32 items, out of which 21 items were extracted for further analysis and eleven items were excluded from the scale. Furthermore, for achieving the result, out of 7 items, 5 items were extracted and two items were excluded from the scale with the factor loadings less than .64. Finally, for developing further potential, total six items were selected and was found that all the six items were loaded heavily that is, the factor loadings above .64. Therefore, total 32 items were included in the study. The communalities ranged from .29 to .78 and contributed to 66.39 variance. The unrotated and rotated factor solutions are reported in Table 7a and Table 7b respectively.

**Table 7a: Managerial Effectiveness Scale Unrotated Component Matrix**

Variables/Item	Components			h <sup>2</sup>
	1	2	3	
Cof in sub1	.77			.67
Cof in sub2	.80			.66
Cof in sub3	.79			.64
Cta 1	.71			.78
Cta 2	.71			.70
Cta 3	.74			.64
Cta 4	.73			.68
Netw 1	.76			.60
Netw 2	.71			.52
Netw 3	.76			.60
Collm 1	.80			.66
Collm 2	.39			.45
Collm 3	.70			.64
Collm 4	.82			.70
Collm 5	.83			.71
Disp1	.78			.69
Disp 2	.83			.71
Infcom 1	.71			.66
Infcom 2	.82			.70
Infcom 3	.70			.69
Mme 1	.80			.66
Mme 2	.70			.67
Confr1	.84			.74
Confr 2	.80			.66
Int & com 1	.76			.64
Int & com 2	.74			.65
Clm & comp 1	.81			.69
Clm & comp 2	.70			.73
Mot 1	.83			.72
Mot 2	.79			.69
Mot 3	.77			.65
Mot 4	.84			.73
Del 1	.77			.74
Del 2	.80			.72
Imb 1	.73			.67
Imb 2	.76			.65
Imb 3	.47			.29
Wlfm 1	.79			.70
Wlfm 2	.77			.72
Wlfm 3	.77			.65
Consl 1	.78			.65
Consl 2	.75			.58
Insp & inno 1	.80			.66
Insp & inno 2	.77			.67
Insp & inno 4	.71			.68
<b>Eigen Values</b>	26.49	2.07	1.15	29.71

**Table 7b: Managerial Effectiveness Scale Rotated Component Matrix**

Variables/Item	Components			h <sup>2</sup>
	1	2	3	
Cof in sub1	.74			.67
Cof in sub2	.69			.66
Cof in sub3	.64			.64
Cta 1		.81		.78
Cta 2		.69		.70
Cta 3		.65		.64
Cta 4		.69		.68
Netw 1	0.57*			.60
Netw 2			0.63*	.52
Netw 3	0.68			.60
Collm 1	0.57*			.66
Collm 2			.63*	.45
Collm 3	.68			.64
Collm 4	.65			.70
Collm 5	.67			.71
Disp1	.76			.69
Disp 2	.70			.71
Infcom 1		0.58*		.66
Infcom 2	.63*			.70
Infcom 3		0.73		.69
Mme 1	.61*			.66
Mme 2	.64			.67
Confr1	.72			.74
Confr 2	.67			.66
Int & com 1		.58*		.64
Int & com 2		.68		.65
Clm & comp 1	.63*			.69
Clm & comp 2		.75		.73
Mot 1	.62*			.72
Mot 2	.65			.69
Mot 3	.73			.65
Mot 4	.63*			.73
Del 1		.71		.74
Del 2		.69		.72
Imb 1		.72		.67
Imb 2	.71			.65
Imb 3			.63*	.29
Wlfn 1	.77			.70
Wlfn 2	.81			.72
Wlfn 3	.73			.65
Consl 1	.64			.65
Consl 2	.54*			.58
Insp & inno 1	.66			.66
Insp & inno 2	.74			.67
Insp & inno 4			.70	.68
<b>Eigen Values</b>	<b>15.65</b>	<b>10.58</b>	<b>3.48</b>	<b>29.71</b>
<b>Percentage of Variance</b>	<b>34.56</b>	<b>23.10</b>	<b>8.73</b>	<b>66.39</b>

Item marked with the symbol (\*) have factor loading less than .64 and have been excluded from further analyses.

\* Cof. In Sub: Confidence in Subordinate, Cta: Communication and Task Assignment, Netw: Networking, Collm: Colleagues Management, Disp: Discipline, Infcom: Informal communication, Mme: Management of Market Environment, Confr: Conflict Resolution. Int. & Com: Integrity & Communication, Clm & Comp: Client management & Competence, Mot: Motivation, Del: Delegation, Imb: Image Building, Wlfn: Welfare Management, Consl: Consultative, Insp & Inno: Inspection Innovation

Furthermore, 16 factors were further subjected to factor analyses and was found that out of 16 factors, 14 were extracted and two were excluded from the scale with the factor loading less than .60. The scale accounted for 66.39 of variance and the communalities ranged from .62 to .87. The unrotated and rotated factor solutions are presented in Table 8a and Table 8b respectively.

**Table 8a: Managerial Effectiveness Scale (Sub-dimensions wise) Unrotated Component Matrix**

Variables	Components			h <sup>2</sup>
	1	2	3	
Cof in sub	.88			.81
Cta	.76			.78
Netw	.77			.62
Collm	.82			.70
Disp	.88			.83
Infom	.87			.80
Mme	.80			.65
Confr	.81			.74
Int & com	.78			.72
Clm & comp	.72			.79
Mot	.86			.80
Del	.80			.73
Imb	.70			.87
Wlfm	.77			.73
Consl	.79			.68
Insp & inno	.92			.85
<b>Eigen Values</b>	10.60	.91	.59	12.10

**Table 8b: Managerial Effectiveness Scale (Sub-dimensions wise) Rotated Component Matrix**

Variables	Components			h <sup>2</sup>
	1	2	3	
Cof in sub	.77			.81
Cta		.78		.78
Netw	.66			.62
Collm	.59*			.70
Disp	.80			.83
Infom		.68		.80
Mme	.56*			.65
Confr	.75			.74
Int & com		.64		.72
Clm & comp		.81		.79
Mot	.78			.80
Del		.72		.73
Imb			.81	.87
Wlfn	.80			.73
Consl	.70			.68
Insp & inno	.67			.85
<b>Eigen Values</b>	6.00	4.28	1.82	12.10
<b>Percentage of Variance</b>	34.56	23.10	8.73	66.39

Items marked with the symbol ( \*) have factor loading less than .60 and have been excluded from further analyses

\*Cof in Sub: Confidence in Subordinate, Cta: Communication & Task Assignment, Netw: Networking, Collm: Colleagues Management, Disp: Discipline, Infcom: Informal communication, Mme: Management of Market Environment, Confr: Conflict Resolution, Int & com: Integrity & Communication, Clm & Comp: Client management & Competence, Mot: Motivation, Del: Delegation, Imb: Image Building, Wlfn: Welfare Management, Consl: Consultative, Insp & inno: Inspection Innovation

In the second stage, as well as for further analysis, only those dimensions of the measures were considered which have factor loadings above .60. The selected dimensions were put to another PCA with Kaiser's Varimax Rotations method and two dimensions were extracted and were found that managerial effectiveness (ME) and organizational justice (OJ) have considerably high factors loadings. While work Values (WV) has weaker factor loadings for economic return and independence while the other factors have considerably high factors loadings. Thus, it can be stated that economic return and independence being the weakest variables and has been excluded from the study to reduce the error variance in the analysis of data (Table-9).

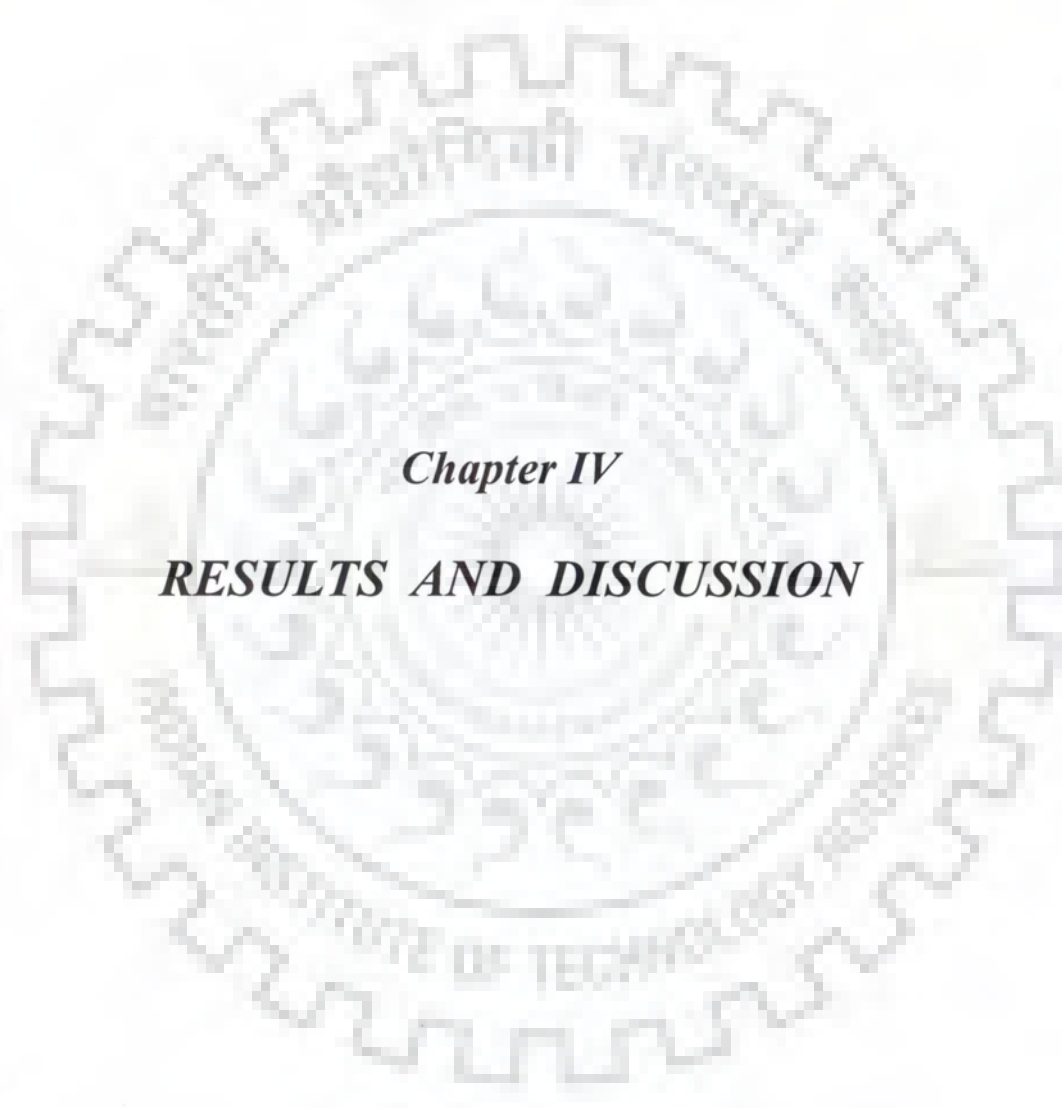
**Table 9: ME, OJ and WV Scales Rotated Component Matrix**

Variables	Components							h <sup>2</sup>
	1	2	3	4	5	6	7	
Activities of the position			0.74					0.88
Achieving the results							0.80	0.97
Developing further potential			0.91					0.93
Distributive justice		0.80						0.90
Procedural justice		0.74						0.89
Interactional justice		0.71						0.92
Creativity						.71		0.89
Management					.83			0.90
Achievement						.60		0.84
Supervisory relation				.68				0.84
Security				.78				0.91
Independence	.58*							0.86
Variety	.80							0.93
Economic return	.59*							0.91
Altruism	.83							0.93
Intellectual stimulation					.60			0.85
<b>Eigen values</b>	3.23	2.73	2.05	1.99	1.91	1.48	.96	14.35
<b>Percentage of Variance</b>	20.24	17.11	13.05	12.44	11.98	9.27	6.01	90.10

Items with \* mark are having factor loadings for less than .60 and have been excluded from the study.

Following the above factor analysis, the hypotheses were tested on the basis of the various statistical techniques as: Pearson Product-moment Correlation, and Stepwise Regressions Analysis and the results are also discussed on the basis of scatter plots, representing the correlation between work values (WV), organizational justice (OJ) and managerial effectiveness (ME).





*Chapter IV*

**RESULTS AND DISCUSSION**

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**RESULTS AND DISCUSSION**


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This chapter presents the results of the statistical analysis of the data for the verification of hypotheses and begins with the descriptive statistics of the variables along with Pearson Correlation and Stepwise Regression Analysis. All the adopted scales in the study were put to principal Component Analysis with the recommendation of Kaiser's Varimax Rotation Method and have been reported in the previous chapter.

#### 4.1 DESCRIPTIVE STATISTICS OF THE VARIABLES

Descriptive statistics regarding the variables examined in the study are reported in Table 10, including Sum, means and standard deviation.

**Table 10: Descriptive Statistics of the Study Variables**

Variables	Sum	Mean	SEm	SD
<b>Dimensions of Managerial Effectiveness*</b>				
<b>(i) Activities of the Position</b>	16434.00	54.78	1.10	19.21
1. Communication & Task Assignment	1806.00	6.02	0.15	2.63
2. Networking	962.00	3.20	0.07	1.38
3. Informal Communication	1948.00	6.49	0.13	2.40
4. Conflict Resolution	956.00	3.18	0.08	1.41
5. Integrity & Communication	945.00	3.15	0.08	1.46
6. Motivation	1947.00	6.49	0.14	2.55
7. Delegation	926.00	3.08	0.08	1.42
8. Welfare Management	992.00	3.30	0.08	1.39
9. Consultative	980.00	3.26	0.08	1.39
<b>(ii) Achieving the Results</b>	4852.00	16.17	0.33	5.80
1. Discipline	1987.00	6.62	0.14	2.48
2. Client Management & Competence	916.00	3.05	0.08	1.39
3. Image Building	1949.00	6.49	0.17	3.03

Variables	Sum	Mean	SEm	SD
<b>(iii)Developing Further Potential</b>	5856.00	19.52	0.38	6.63
1. Confidence in Subordinate	2943.00	9.81	0.20	3.53
2. Inspection & Innovation	2913.00	9.71	0.19	3.42
<b>Dimensions of Work Values***</b>				
(i) Creativity	3011.00	10.03	0.19	3.31
(ii) Management	985.00	3.28	0.07	1.22
(iii) Security	983.00	3.27	0.07	1.31
(iv)Altruism	995.00	3.31	0.06	1.14
(v) Achievement	2051.00	6.83	0.12	2.15
(vi) Variety	983.00	3.27	0.06	1.17
(vii) Intellectual Stimulation	1972.00	6.57	0.12	2.14
(Viii) Supervisory Relation	2021.00	6.76	0.12	2.14
<b>Dimensions of Organization Justice**</b>				
(i) Distributive Justice	6934.00	23.11	0.46	8.05
(ii) Procedural Justice	12452.00	41.50	0.88	15.28
(iii) Interactional Justice	12327.00	41.09	0.84	14.36

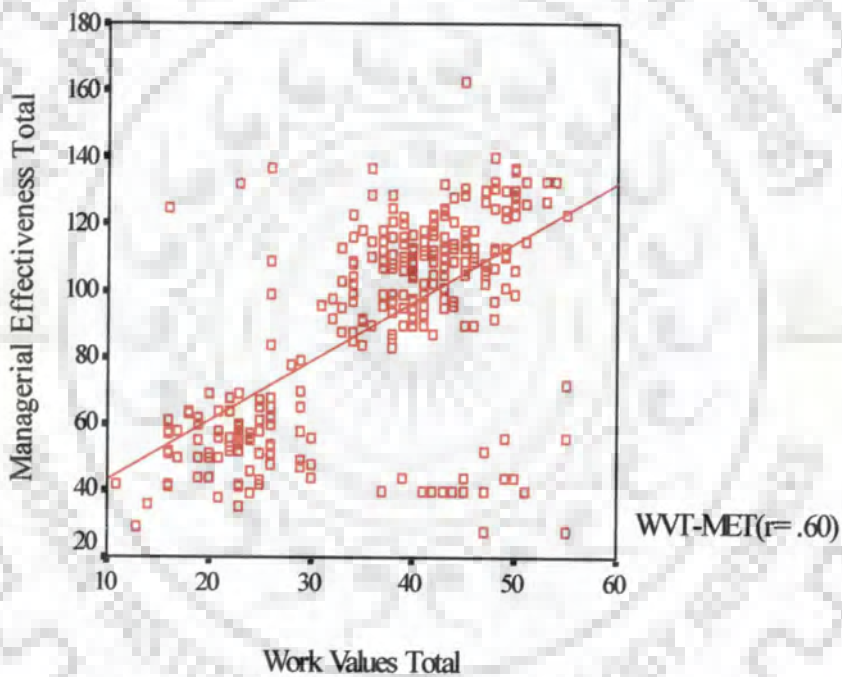
## 4.2 CORRELATIONS

Correlation matrix revealed the relationship of managerial effectiveness as a single dependent variable with organizational justice and work values as independent variable. Table 11 represents a significant, relationship between work values (WV) and managerial effectiveness (on over all basis) with calculated correlation value  $r = .60^{**}$  ( $p < .01$  level). Similarly, significant relations has been found between organizational justice (OJT) and managerial effectiveness (on over all basis) with the calculated correlation value as  $r = .67^{**}$  ( $p < .01$  level). The relationship of work values and organizational justice (on overall basis) has been displayed through graph (Figure 3 and Figure 4). The correlation between the dimensions of managerial effectiveness and dimensions of work values and organizational justice has been discussed on the basis of dimensions in Table 12 and 13.

**Table 11: Pearson Correlation between Managerial Effectiveness, Work Values and Organizational Justice on an Overall Basis (N=300)**

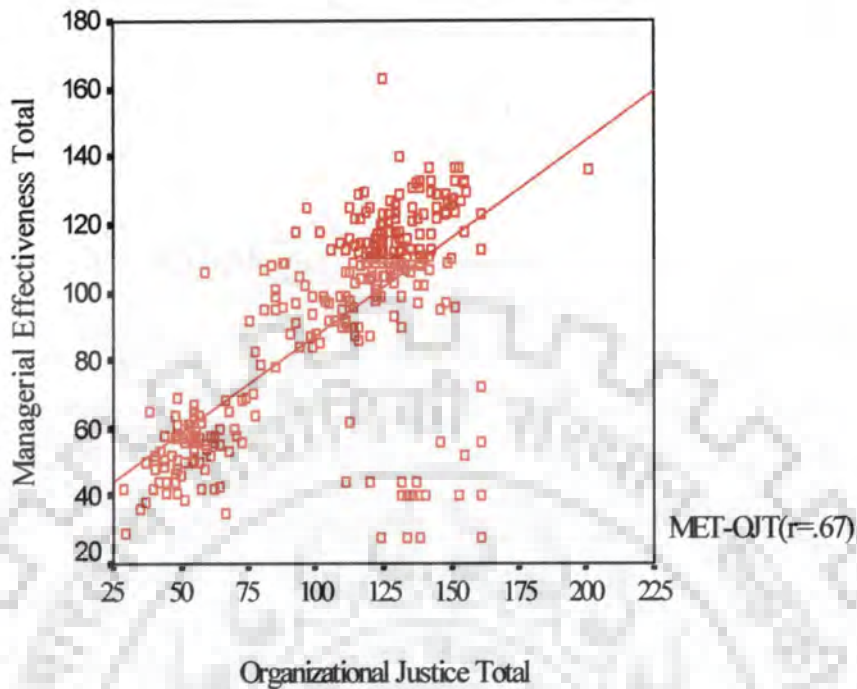
Variables	WVT	OJT
MET	.60**	.67**

\*\* Significant at the .01 level; WVT-Work Values Total, OJT-Organizational Justice Total, MET-Managerial Effectiveness



Graph Showing Relationship Between MET and WVT

Figure 3



Graph Showing Relationship Between MET and OJT

Figure 4

Table 12 reveals that all the dimensions of work values (creativity, management, security, altruism, achievement, variety, intellectual stimulation and supervisory relation) have significant relationship with the dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

**Table 12: Pearson's Correlation Between the Dimensions of Work Values and Dimensions of Managerial Effectiveness Variables Taken up in the Study on an Overall Basis (N=300)**

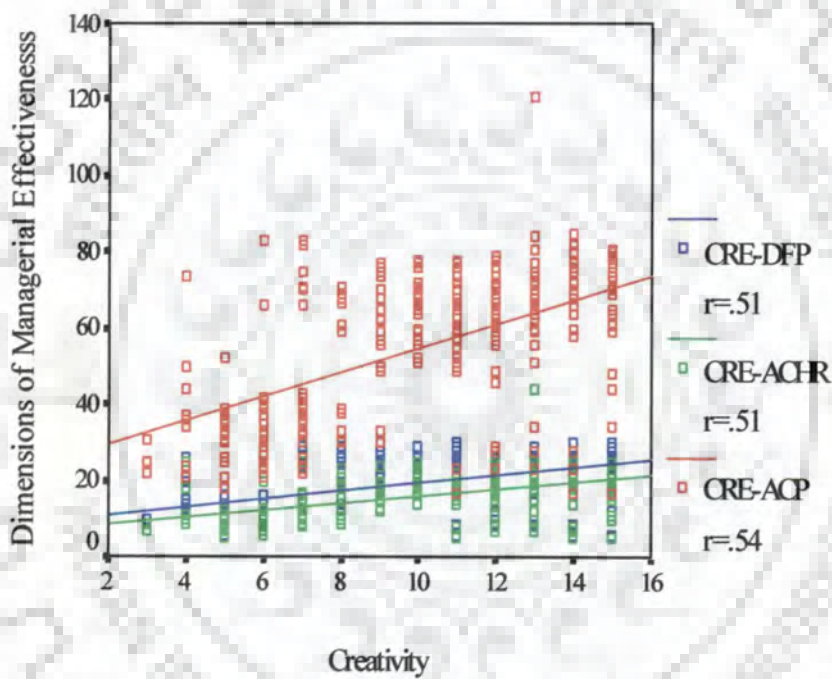
Variables	Activities of the Position	Achieving the Results	Developing Further Potential
<b>Creativity</b>	.54**	.51**	.51**
<b>Management</b>	.42**	.42**	.42**
<b>Security</b>	.52**	.49**	.50**
<b>Altruism</b>	.49**	.46**	.51**
<b>Achievement</b>	.49**	.48**	.48**
<b>Variety</b>	.47**	.47**	.45**
<b>Intellectual Stimulation</b>	.50**	.47**	.51**
<b>Supervisory Relation</b>	.50**	.48**	.50**

\*\*Correlation is significant at the .01 level.

Creativity showed a positive and significant correlation with dimensions of managerial effectiveness, activities of the position, achieving the results and developing further potential with the calculated  $r$  value as  $.54^{**}$ ,  $.51^{**}$ , and  $.51^{**}$  ( $p < .01$  level), respectively. Management has also found to be significantly correlated with activities of the position, achieving the results and developing further potential with the calculated  $r$  value as:  $.42^{**}$ ,  $.42^{**}$ , and  $.42^{**}$  ( $p < .01$  level), respectively. Security has yielded positive and significant relationship with the dimensions of managerial effectiveness, as the correlation was highest with activities of the position as  $r = .52^{**}$  ( $p < .01$  level), followed by developing further potential and achieving the results  $r = .50^{**}$ ,  $r = .49^{**}$  ( $p < .01$  level), respectively.

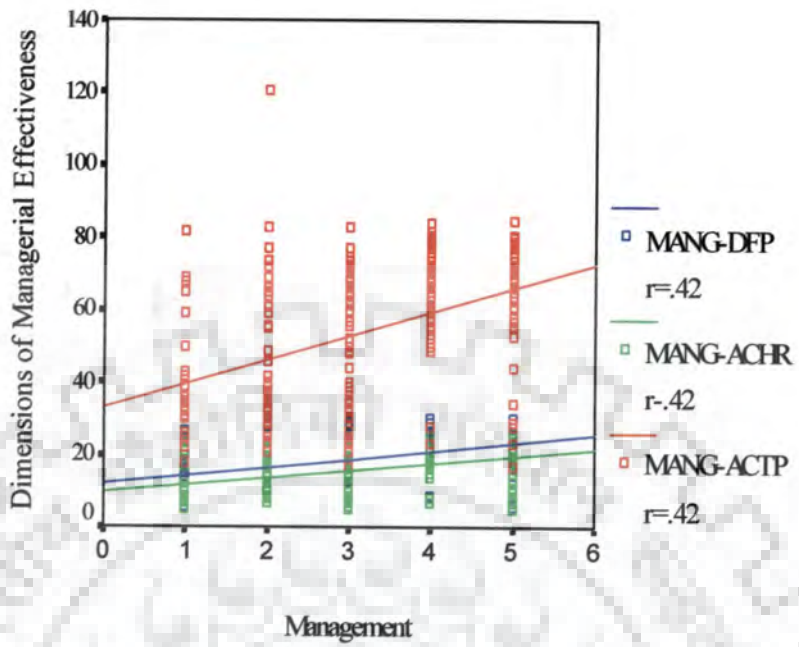
Further, altruism has also yielded significant relationship with the dimensions of managerial effectiveness. Infact, the correlation was highest with developing further potential, with  $r = .51^{**}$  ( $p < .01$  level), followed by activities of the position and achieving the results with calculated  $r = .49^{**}$ ,  $.46^{**}$  ( $p < .01$  level), respectively. Achievement has also found to be significantly correlated with activities of the position  $r = .49^{**}$  ( $p < .01$  level). The correlation values for achieving the result and developing further potential are  $.48^{**}$ , and  $.48^{**}$  ( $p < .01$  level), respectively. Variety has also yielded significant relationship with the dimensions of managerial effectiveness. The correlation values for activities of the position, achieving the results and developing further potential are  $.47^{**}$ ,  $.47^{**}$ , and  $.45^{**}$  ( $p < .01$  level), respectively. Again, intellectual stimulation has also been found to be significantly correlated with the dimensions of managerial effectiveness, as the correlation was highest with developing further potential as  $r = .51^{**}$  ( $p < .01$  level), followed by activities of the position  $r = .50^{**}$  ( $p < .01$  level) and achieving the results  $r = .47^{**}$  ( $p < .01$  level), respectively.

And lastly, in discussing with reference to supervisory relationship, this dimension also has significant and positive relationship with activities of the position ( $r = .50^{**}$ ,  $p < .01$ ); achieving the results ( $r = .48^{**}$ ,  $p < .01$ ) and developing further potential ( $r = .50^{**}$ ,  $p < .01$ ), respectively. The relationship between the dimensions of work values and the dimensions of managerial effectiveness has also been presented through the graphs (Figure 5, 6, 7, 8, 9, 10, 11 and 12).



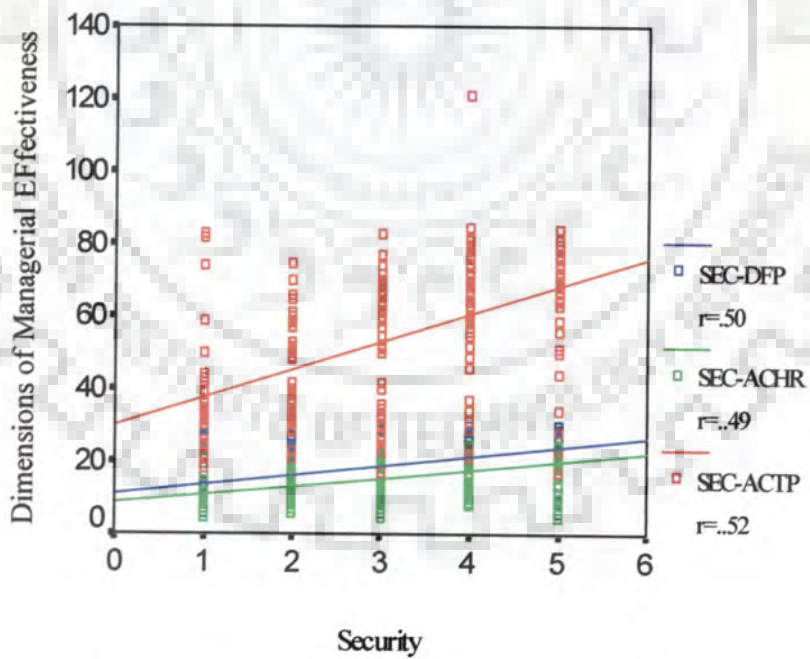
Graph Showing Relationship between Creativity and Dimensions of ME

Figure 5



Graph showing Relationship Between Management and Dimensions of ME

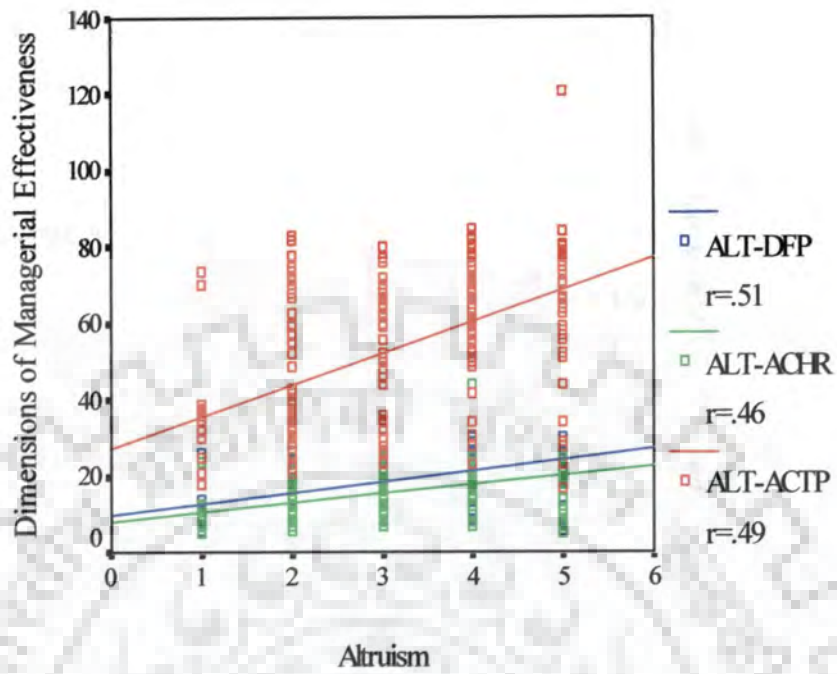
Figure 6



Graph Showing Relationship Between Security and Dimension of ME

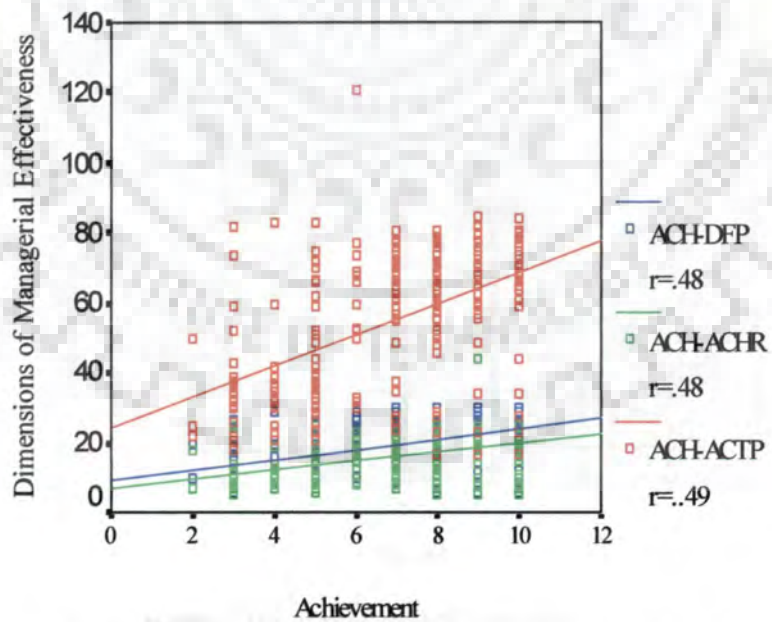
Figure 7





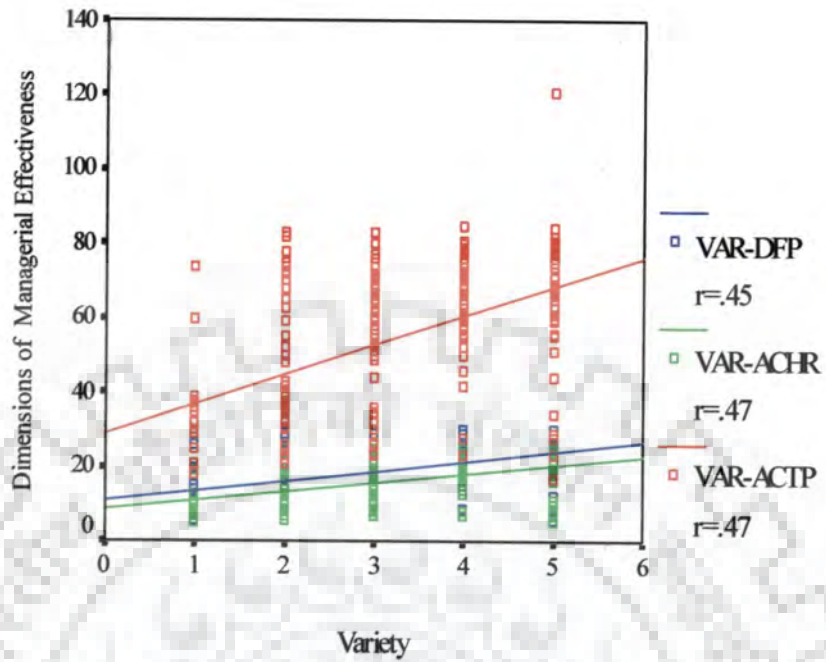
Graph Showing Relationship Between Altruism and Dimension of ME

Figure 8



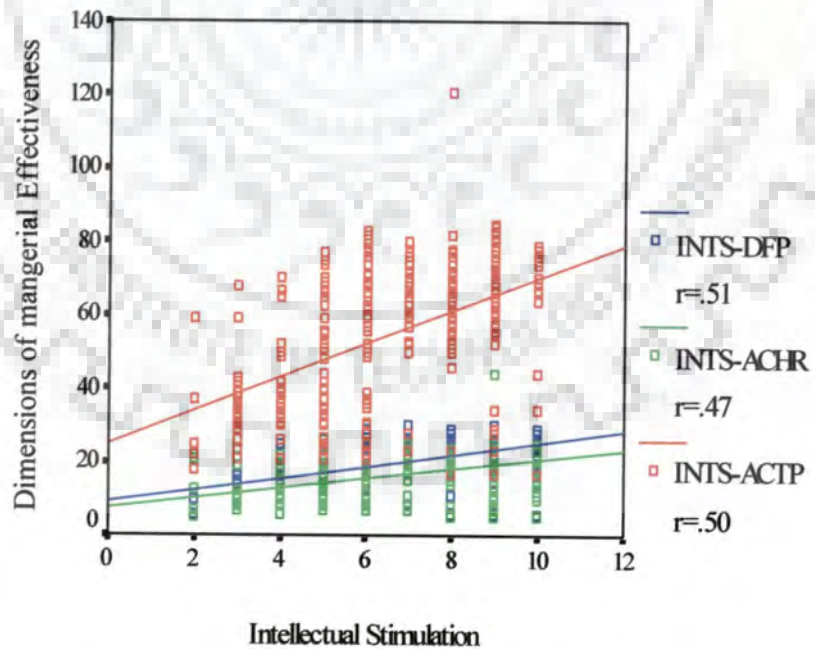
Graph Showing Relationship Between Achievement and Dimensions of ME

Figure 9



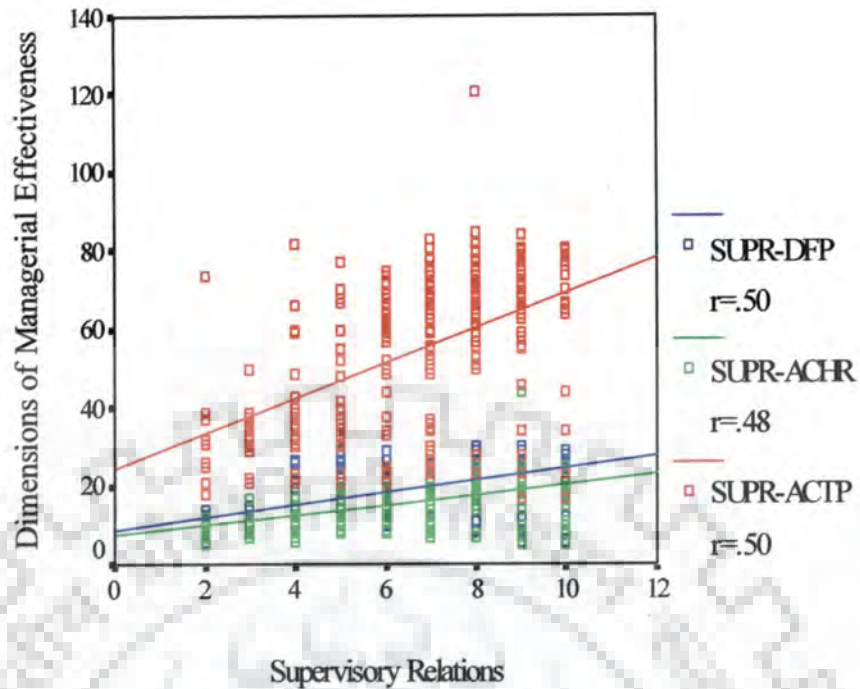
Graph showing Relationship Between Variety and Dimensions of ME

Figure 10



Graph Showing Relationship Between INTS and Dimensions of ME

Figure 11



Graph Showing Relationship Between SUPR and Dimensions of ME

Figure 12

Further a careful examination of the correlation matrix (table 12a) reveals that all the dimensions of work values, that is, creativity, management, security, altruism, achievement, variety, intellectual stimulation and supervisory relation have significant and positive correlation with the dimensions of activities of the position. It may be noted that creativity correlated highest with motivation ( $r = .48^{**}$ ,  $p < .01$  level). The correlation values for communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, delegation, welfare management and consultative are  $.37^{**}$ ,  $.43^{**}$ ,  $.47^{**}$ ,  $.43^{**}$ ,  $.43^{**}$ ,  $.40^{**}$ ,  $.43^{**}$ , and  $.40^{**}$  ( $p < .01$  level), respectively.

**Table 12a: Pearson's Correlation between the Dimensions of Work Values and Sub-Dimensions of Activities of the Position on an Overall Basis (N=300)**

<b>Variables</b>	<b>CTA</b>	<b>NETW</b>	<b>INFC</b>	<b>COFR</b>	<b>INTC</b>	<b>MOT</b>	<b>DEL</b>	<b>WEL</b>	<b>CONS</b>
<b>Creativity</b>	.37**	.43**	.47**	.43**	.43**	.48**	.40**	.43**	.40**
<b>Management</b>	.34**	.33**	.39**	.35**	.32**	.33**	.33**	.38**	.30**
<b>Security</b>	.36**	.44**	.45**	.39**	.42**	.47**	.40**	.37**	.43**
<b>Altruism</b>	.32**	.44**	.42**	.37**	.33**	.44**	.38**	.43**	.37**
<b>Achievement</b>	.32**	.44**	.42**	.37**	.33**	.44**	.38**	.43**	.37**
<b>Variety</b>	.35**	.41**	.43**	.34**	.37**	.40**	.35**	.34**	.35**
<b>Intellectual stimulation</b>	.34**	.41**	.42**	.40**	.38**	.43**	.35**	.43**	.39**
<b>Supervisory Relation</b>	.35**	.39**	.42**	.41**	.38**	.48**	.38**	.38**	.41**

\*\* Correlation is significant at the .01 level ; CTA-Communication and Task Assignment, NETW- Networking, INFC- Informal Communication, COFR- Conflict Resolution, INTC- Integrity and Communication, MOT- Motivation, DEL- Delegation, WEL- Welfare Management, CONS- Consultative

Management has also found to be significantly correlated with communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, motivating, delegation, welfare management and consultative with the correlation values as: .34\*\*, .33\*\*, .39\*\*, .35\*\*, .32\*\*, .33\*\*, .33\*\*, .38\*\*, and .30\*\* (p<.01 level), respectively. Again, security showed a positive correlation with communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, motivating, delegation, welfare management and

consultative with the calculated r value as: .36\*\*, .44\*\*, .45\*\*, .39\*\*, .42\*\*, .47\*\*, .40\*\*, .37\*\*, and .43\*\* (p<.01 level), respectively.

Altruism have yielded positive and significant relationship with communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, motivating, delegation, welfare management and consultative with the calculated r value as: .32\*\*, .44\*\*, .42\*\*, .37\*\*, .33\*\*, .44\*\*, .38\*\*, .43\*\*, and .37\*\* (p<.01 level) , respectively. Further, achievement showed a positive and significant relationship with communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, motivating, delegation, welfare management and consultative with the calculated r value as: .32\*\*, .44\*\*, .42\*\*, .37\*\* , .33\*\*, .44\*\*, .38\*\* , .43\*\* ,and .37\*\* (p<.01 level) , respectively.

Variety has also been found to be significantly correlated with communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, motivating, delegation, welfare management and consultative with the correlation values as: .35\*\*, .41\*\*, .43\*\*, .34\*\*, .37\*\*, .40\*\*, .35\*\*, .34\*\*, and .35\*\* (p<.01 level) , respectively. Similarly, intellectual stimulation has yielded positive and significant relationship with communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, motivating, delegation, welfare management and consultative with the correlation values as: .34\*\*, .41\*\* , .42\*\* , .40\*\* , .38\*\* , .43\*\* , .35\*\* , .43\*\* , and .39\*\* (p<.01 level), respectively.

Lastly, supervisory relation has also found to be significantly correlated with communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, motivating, delegation, welfare management and

consultative with the correlation values as: .35\*\*, .39\*\*, .42\*\*, .41\*\*, .38\*\*, .48\*\*, .38\*\*, .38\*\*, and .41\*\* ( $p < .01$  level), respectively.

**Table 12b: Pearson's Correlation between the Dimensions of Work Values and Sub-Dimensions of Achieving the Results on an Overall Basis (N=300)**

Variables	Discipline	Client management & Competence	Image Building
Creativity	.51**	.34**	.41**
Management	.38**	.28**	.36**
Security	.46**	.35**	.40**
Altruism	.49**	.29**	.35**
Achievement	.50**	.29**	.38**
Variety	.43**	.35**	.39**
Intellectual stimulation	.46**	.29**	.40**
Supervisory Relation	.48**	.32**	.38**

\*\* Correlation is significant at the .01 level.

Again, a careful examination of the correlation matrix (table 12b) reveals that all the dimensions of work values, that is, creativity, management, security, altruism, achievement, variety, intellectual stimulation and supervisory relation have significant relationship with the dimensions of achieving the results as: discipline, client management & competence and image building. It may be noted that creativity correlates highest with discipline  $r = .51^{**}$  ( $p < .01$  level), followed by image building and client management & competence, with the calculated  $r = .41^{**}$ , and  $.34^{**}$  ( $p < .01$  level), respectively.

Management has also yielded significant relationship with the dimensions of achieving the results. Infact, the correlation was highest with discipline, with  $r = .38^{**}$  ( $p$

<.01 level), followed by image building and client management and competence with calculated  $r = .36^{**}$ , and  $.28^{**}$  ( $p < .01$  level), respectively.

Security has also found to be significantly correlated with discipline, client management & competence and image building with the correlation values as:  $.46^{**}$ ,  $.35^{**}$ , and  $.40^{**}$  ( $p < .01$  level), respectively. Further, altruism showed a positive and significant relationship with discipline, client management & competence and image building with the calculated  $r$  value as:  $.49^{**}$ ,  $.29^{**}$ , and  $.35^{**}$  ( $p < .01$  level), respectively. Achievement also showed a positive and significant relationship with discipline, client management & competence and image building with the calculated  $r$  value as:  $.50^{**}$ ,  $.29^{**}$ , and  $.38^{**}$  ( $p < .01$  level), respectively.

Variety has also yielded significant relationship with the dimensions of achieving the results. Infact, the correlation was highest with discipline, with  $r = .43^{**}$  ( $p < .01$  level), followed by image building and client management and competence with calculated  $r = .39^{**}$ , and  $.35^{**}$  ( $p < .01$  level), respectively. Similarly, intellectual stimulation showed a positive and significant relationship with discipline, client management & competence and image building with the calculated  $r$  value as:  $.46^{**}$ ,  $.29^{**}$ , and  $.40^{**}$  ( $p < .01$  level), respectively. Lastly, a supervisory relation has also significant relationship with discipline, client management & competence and image building with the calculated  $r$  value as:  $.48^{**}$ ,  $.32^{**}$ , and  $.38^{**}$  ( $p < .01$  level), respectively.

Further, in discussing with reference to developing further potential table 12c reveals that all the dimensions of work values, that is, creativity, management, security, altruism, achievement, variety, intellectual stimulation and supervisory relation have significant relationship with the dimensions of developing further potential. Creativity has significant

relationship with inspection and innovation  $r = .51^{**}$  ( $p < .01$  level), followed by confidence in subordinate, with the calculated  $r = .46^{**}$  ( $p < .01$  level).

**Table 12c: Pearson's Correlation between the Dimensions of Work Values and Sub-Dimensions of Developing Further Potential on an Overall Basis (N=300)**

Variables	Confidence in subordinate	Inspection and Innovation
<b>Creativity</b>	.46**	.51**
<b>Management</b>	.40**	.41**
<b>Security</b>	.48**	.48**
<b>Altruism</b>	.48**	.46**
<b>Achievement</b>	.46**	.46**
<b>Variety</b>	.43**	.43**
<b>Intellectual stimulation</b>	.48**	.50**
<b>Supervisory Relation</b>	.47**	.48**

**\*\* Correlation is significant at the .01 level.**

Management has also yielded significant relationship with inspection and innovation, with the calculated  $r$  value as  $.41^{**}$  ( $p < .01$  level), followed by confidence in subordinate with calculated  $r = .40^{**}$  ( $p < .01$  level), respectively. Again, security has also significantly correlated with confidence in subordinate and inspection and innovation with the correlation values as:  $.48^{**}$ , and  $.48^{**}$  ( $p < .01$  level), respectively. Altruism showed a positive and significant relationship with confidence in subordinate and inspection and innovation with the calculated  $r$  value as:  $.48^{**}$ ,  $.46^{**}$  ( $p < .01$  level), respectively.

Achievement has also a positive and significant relationship with confidence in subordinate and inspection and innovation with the calculated  $r$  value as:  $.46^{**}$ , and  $.46^{**}$  ( $p < .01$  level), respectively. Variety has also yielded significant relationship with the



dimensions of developing further potential .The correlation values for confidence in subordinate and inspection and innovation as: .43\*\*, and .43\*\* (p < .01 level), respectively. Similarly, intellectual stimulation also showed a positive and significant relationship with confidence in subordinate and inspection and innovation with the calculated r value as: .48\*\*, and .50\*\* (p < .01 level), respectively. Lastly, a supervisory relation has also showed a positive and significant relationship with confidence in subordinate and inspection and innovation with the calculated r value as: .47\*\* and .48\*\* (p < .01 level), respectively.

Table 13 examines the correlation between the dimensions of organizational justice (distributive justice, procedural justice and interactional justice) with the dimensions of managerial effectiveness (activities of the position, achieving the results and developing further potential).

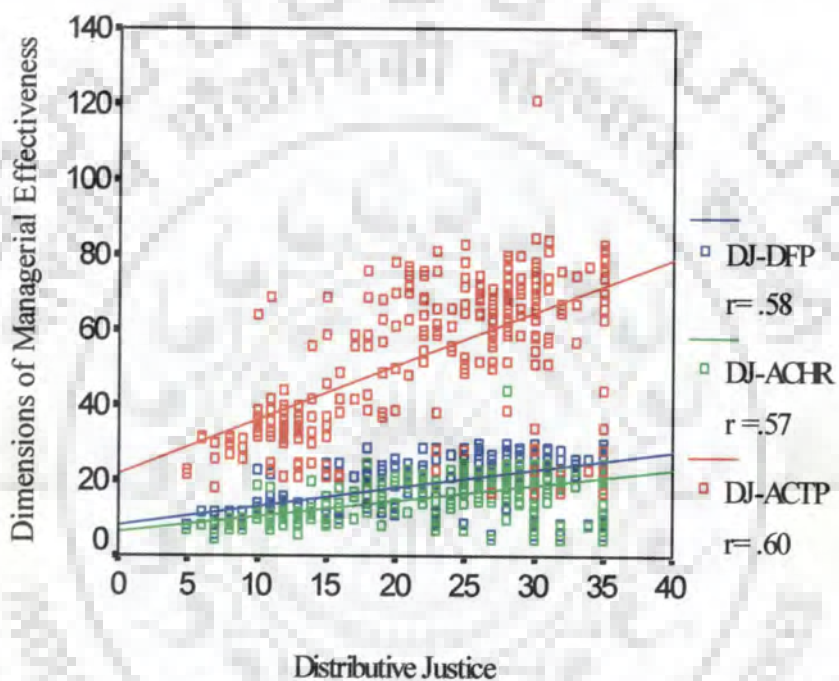
**Table 13: Pearson’s Correlation between the Dimensions of Organizational Justice and Managerial Effectiveness Variables Taken up in the Study on an Overall Basis (N=300)**

<b>Variables</b>	<b>Activities of the Position</b>	<b>Achieving the Results</b>	<b>Developing Further Potential</b>
<b>Distributive Justice</b>	.60**	.57**	.58**
<b>Procedural Justice</b>	.62**	.60**	.61**
<b>Interactional Justice</b>	.66**	.63**	.64**

*\*\* Correlation is significant at the .01 level.*

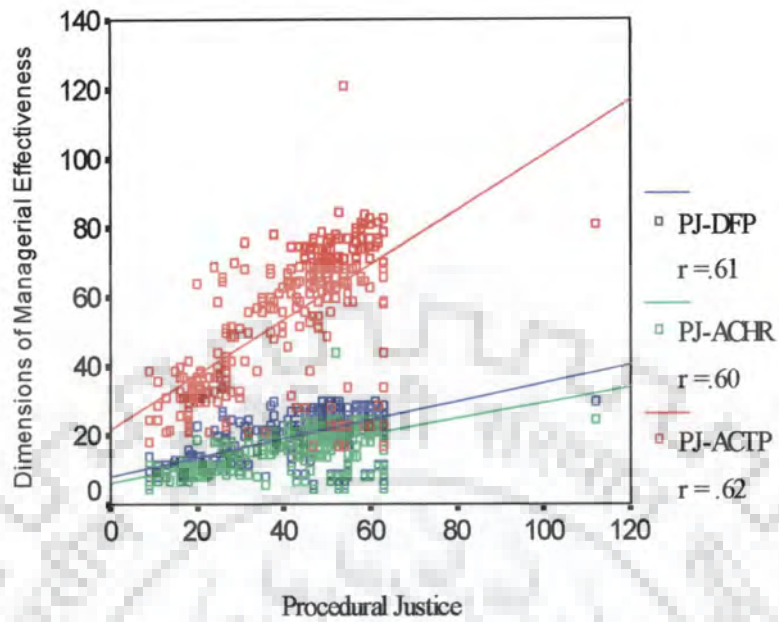
Table 13 reveals that distributive justice has significant correlation with activities of the position, achieving the results and developing further potential with the calculated r-values as: .60\*\*, .57\*\*, and .58 \*\* (p < .01 level), respectively. Similarly, procedural justice has also significant relationship with activities of the position, achieving the results and developing further potential with the calculated r-values as: .62\*\*, .60\*\*, and .61\*\* (p < .01

level), respectively. Lastly, interactional justice also has significant relationship with activities of the position, achieving the results and developing further potential with the calculated r-values as: .66\*\*, .63\*\*, and .64\*\* ( $p < .01$  level), respectively. The relationship between the dimensions of organizational justice and the dimensions of managerial effectiveness has been presented through the graph (Figure 13, Figure 14 and Figure 15).



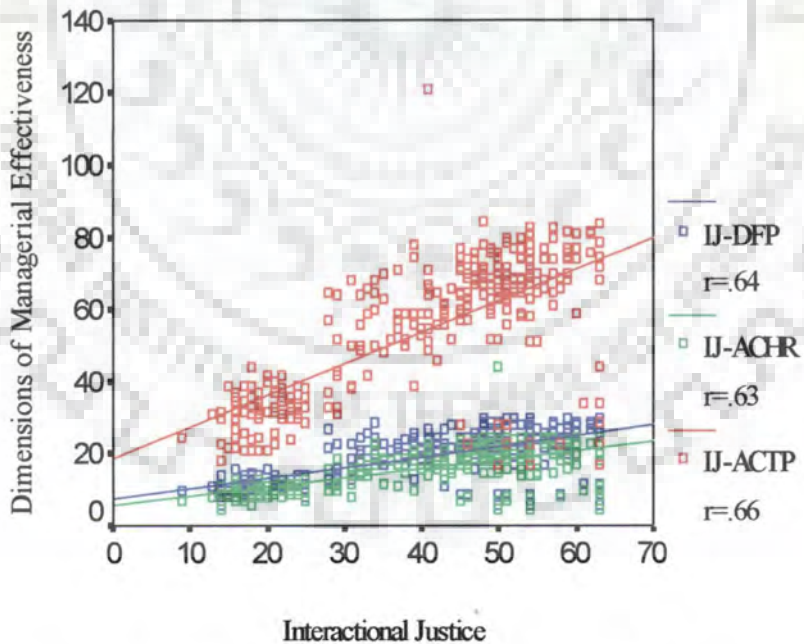
Graph Showing Relationship Between DJ and Dimensions of ME

Figure 13



Graph Showing Relationship Between PJ and Dimensions of ME

Figure 14



Graph Showing Relationship Between IJ and Dimensions of ME

Figure 15

Table 13a examines the correlation between the dimensions of organizational justice (distributive justice, procedural justice and interactional justice) with the sub-dimensions of activities of the position.

**Table 13a : Pearson’s Correlation Between the Dimensions of Organizational Justice and Sub-Dimensions of Activities of the Position Taken up in the Study on an Overall Basis (N=300)**

Variables	CTA	NETW	INFC	COFR	INTC	MOT	DEL	WEL	CONS
<b>Distributive Justice</b>	.45**	.41**	.55**	.46**	.48**	.55**	.47**	.45**	.49**
<b>Procedural Justice</b>	.49**	.44**	.59**	.49**	.49**	.54**	.51**	.49**	.48**
<b>Interactional Justice</b>	.53**	.49**	.62**	.52**	.52**	.57**	.53**	.51**	.54**

*\*\* Correlation is significant at the .01 level; CTA-Communication and Task Assignment, NETW-Networking, INFC-Informal Communication, COFR-Conflict Resolution, INTC-Integrity and Communication, MOT-Motivation, DEL-Delegation, WEL-Welfare Management, CONS-Consultative*

Table 13a also represents positive relationship of distributive justice with communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, motivation, delegation, welfare management and consultative with the calculated correlation value as: .45\*\*, .41\*\*, .55\*\*, .46\*\*, .48\*\*, .55\*\*, .47\*\*, .45\*\*, and .49\*\* (p < .01 level), respectively. Similarly, procedural justice has also positive relationship with communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, motivating, delegation, welfare management and consultative with the calculated correlation value as: .49\*\*, .44\*\*, .59\*\*, .49\*\*, .49\*\*, .54\*\*, .51\*\*, .49\*\*, and .48\*\* (p < .01 level), respectively. Lastly, interactional justice also have significant relationship with communication and task assignment, networking, informal communication, conflict resolution, integrity and

communication, motivating, delegation, welfare management and consultative with the calculated correlation value as: .53\*\*, .49\*\*, .62\*\*, .52\*\*, .52\*\*, .57\*\*, .53\*\*, .51\*\*, and .54\*\* ( $p < .01$  level), respectively.

Table 13b reveals that all the dimensions of organizational justice (distributive justice, procedural justice and interactional justice) have significant relationship with the sub-dimensions of managerial effectiveness, i.e. achieving the results.

**Table 13b : Pearson's Correlation Between the Dimensions of Organizational Justice and Sub Dimensions of Achieving the Results Taken up in the Study on an Overall Basis (N=300)**

<b>Variables</b>	<b>Discipline</b>	<b>Client Management &amp; Competence</b>	<b>Image Building</b>
<b>Distributive Justice</b>	.54**	.39**	.46**
<b>Procedural Justice</b>	.56**	.46**	.47**
<b>Interactional Justice</b>	.60**	.47**	.49**

\*\* Correlation is significant at the .01 level.

Table 13b also represents positive relationship of distributive justice with discipline, client management and competence, and image building with the calculated correlation value as: .54\*\*, .39\*\*, and .46\*\* ( $p < .01$  level), respectively. Similarly, procedural justice has also significant relationship with discipline, client management and competence, and image building with the calculated correlation value as: .56\*\*, .46\*\*, and .47\*\* ( $p < .01$  level), respectively. Lastly, interactional justice has also significant relationship with discipline, client management and competence, and image building with the calculated correlation value as: .60\*\*, .47\*\*, and .49\*\* ( $p < .01$  level), respectively.

Table 13c reveals that all the dimensions of organizational justice (distributive justice, procedural justice and interactional justice) have significant relationship with the sub-dimensions of managerial effectiveness, i.e. developing further potential.

**Table 13c : Pearson's Correlation Between the Dimensions of Organizational Justice and Sub dimensions of Developing Further Potential Taken up in the Study on an Overall Basis (N = 300)**

<b>Variables</b>	<b>Confidence in Subordinate</b>	<b>Inspection and Innovation</b>
<b>Distributive Justice</b>	.61**	.64**
<b>Procedural Justice</b>	.57**	.60**
<b>Interactional Justice</b>	.58**	.62**

*\*\*Correlation is significant at the .01 level.*

Table 13c also represents positive relationship of distributive justice with confidence in subordinate and inspection and innovation with the calculated correlation value as: .61\*\*, and .64\*\* ( $p < .01$  level), respectively. Similarly, procedural justice has also significant relationship with confidence in subordinate and inspection and innovation with the calculated correlation value as: .57\*\*, and .60\*\* ( $p < .01$  level), respectively. Further, interactional justice has also significant relationship with confidence in subordinate and inspection and innovation with the calculated correlation value as: .58\*\*, and .62\*\* ( $p < .01$  level), respectively.

### **4.3 STEPWISE REGRESSION ANALYSIS**

Hypothesis 1 and 2 has been verified on the basis of stepwise regression analysis which states that work values and organizational justice will predict managerial effectiveness. Although, the bivariate correlation has dealt with the degree of relationship among all the measures, but it cannot be interpreted directly as an index of the extent to which scores on managerial effectiveness being are influenced by other variables ,that is work values and organizational justice. Therefore, stepwise regression analysis has been worked out by using stepwise method.

Table 14 indicates that work values has predicted managerial effectiveness with the multiple R as .60 (F = 175.88 \*\*, p <.01, beta = .60) and explained 37% of variance in predicting managerial effectiveness (on an overall basis). Table 14 also represents that organizational justice has predicted managerial effectiveness with calculated R as .67 (F = 253.49\*\*, P < .01, beta = .67), and explained 46% of variance in predicting managerial effectiveness (on an overall basis).

**Table 14**  
**Multiple Stepwise Regression Analysis for the Prediction of Managerial Effectiveness, with the Independent Variable as WV and OJ and Dependent Variable as ME, on an Overall Basis (N=300)**

Variables	R	R <sup>2</sup>	SEm	F-value	DF	β
D.V:MET WVT	.60	.37	24.36	175.88**	1,298	.60
D.V:MET OJT	.67	.46	22.58	253.49**	1,298	.67

\*\* Correlation significant at .01 level, MET-Managerial effectiveness Total, OJ-Organizational Justice Total; WVT-Work Values Total.

Table 15 represents stepwise regression analysis, which has been used for the prediction of managerial effectiveness (ME), with the independent variable as work values (WV). The eight dimensions of work values has been entered for the regression equation, and has been found that creativity has predicted activities of the position with the calculated R as .54 (F = 124.88\*\* , p < .01, beta = .54, R<sup>2</sup> = .29); management predicted activities of the position with the calculated R as .55 (F = 66.21\*\*, p < .01, beta = .14, R<sup>2</sup> = .30); security predicted activities of the position with the calculated R as .58 (F = 51.36\*\*, p < .01, beta = .25, R<sup>2</sup> = .34); and altruism predicted activities of the position with the calculated R as .60 (F

= 41.65\*\* ,  $p < .01$ ,  $\beta = .18$ ,  $R^2 = .36$ ) and jointly accounted for 36% variance in the prediction of activities of the position. The results demonstrate that creativity has been found as the strongest predictor of activities of the position with the calculated Beta value as .54.

**Table 15: Stepwise Regression Analysis for the Prediction of Dimensions of Managerial Effectiveness as Dependent Variable, with the Independent Variable as dimensions of Work Values on an over all Basis (N=300)**

Variables	R	R <sup>2</sup>	SEm	F-value	DF	$\beta$
<b>1) D.V: Activities of the Position</b>						
Creativity	.54	.29	16.15	124.88**	1,298	.54
Creativity, Management	.55	.30	16.03	66.21**	1,297	.45, .14
Creativity, Management, Security	.58	.34	15.65	51.36**	1,296	.30, .10, .25
Creativity, Management, Security, Altruism	.60	.36	15.46	41.65**	1,295	.25, .06, .20, .18
<b>(a) Dimensions of Activities of the Position</b>						
<b>D.V: Communication &amp; Task Assignment</b>						
Creativity	.37	.14	2.43	49.74**	1,298	.37
Creativity, Management	.40	.16	2.41	28.86**	1,297	.27, .17
Creativity, Management, Security	.42	.17	2.39	21.36**	1,296	.16, .14, .17
Creativity, Management, Security, Achievement	.44	.19	2.37	17.80**	1,295	.32, .17, .27, .29
<b>D.V: Networking</b>						
Creativity	.43	.18	1.25	68.83**	1,298	.43
Creativity, Security	.47	.22	1.22	44.00**	1,297	.24, .28
Creativity, Security, Altruism	.51	.26	1.19	34.67**	1,296	.15, .20, .23
<b>D.V: Informal Communication.</b>						
Creativity	.47	.22	2.11	87.80**	1,298	.47
Creativity, Management	.49	.24	2.09	48.00**	1,297	.37, .16
Creativity, Management, Security	.51	.26	2.06	36.19**	1,296	.25, .12, .21
Creativity, Management, Security, Altruism	.52	.27	2.05	28.44**	1,295	.21, .09, .17, .13
<b>D.V: Conflict Resolution</b>						
Creativity	.43	.19	1.27	70.42**	1,298	.43
Creativity, Management	.45	.20	1.26	38.14**	1,297	.34, .14
Creativity, Management, Security	.46	.21	1.26	27.13**	1,296	.26, .11, .15
Creativity, Management, Security, Intellectual Stimulation	.47	.22	1.25	21.55**	1,295	.22, .03, .12, .16
<b>D.V: Integrity &amp; Communication</b>						
Creativity	.43	.18	1.32	69.59**	1,298	.43
Creativity, Security	.46	.21	1.30	41.10**	1,297	.27, .22
<b>D.V: Motivation</b>						
Creativity	.48	.23	2.47	89.38**	1,298	.48
Creativity, Security	.52	.27	2.19	55.05**	1,297	.29, .27
Creativity, Security, Altruism	.53	.29	2.16	40.23**	1,296	.22, .21, .18



Variables	R	R <sup>2</sup>	SEm	F-value	DF	β
<b>D.V: Delegation</b>						
Creativity	.40	.16	1.30	57.13**	1,298	.40
Creativity, Management	.41	.17	1.30	31.06**	1,297	.31, .13
Creativity, Management, Security	.44	.20	1.28	24.59**	1,296	.18, .10, .22
Creativity, Management, Security, Altruism	.46	.21	1.27	19.93**	1,295	.13, .06, .18, .15
<b>D.V: Welfare Management.</b>						
Creativity	.43	.18	1.25	68.69**	1,298	.43
Creativity, Management	.45	.20	1.24	39.21**	1,297	.32, .18
Creativity, Management, Altruism	.49	.24	1.21	31.21**	1,296	.21, .12, .23
<b>D.V: Consultative</b>						
Creativity	.40	.16	1.28	58.84**	1,298	.40
Creativity, Security	.45	.20	1.24	39.20**	1,297	.20, .29
Creativity, Security, Intellectual Stimulation	.47	.22	1.23	28.59**	1,296	.13, .24, .16
<b>2) D.V: Achieving the Results</b>						
Creativity	.51	.26	4.98	108.59**	1,298	.51
Creativity, Management	.53	.28	4.92	59.16**	1,297	.41, .16
Creativity, Management, Security	.56	.31	4.83	45.10**	1,296	.27, .12, .23
Creativity, Management, Security, Altruism	.57	.32	4.79	35.80**	1,295	.23, .09, .19, .15
<b>b) Dimensions of Achieving the Results</b>						
<b>D.V: Discipline</b>						
Creativity	.51	.26	2.14	105.60**	1,298	.51
Creativity, Security	.53	.28	2.11	58.96**	1,297	.36, .20
Creativity, Security, Altruism	.56	.31	2.06	46.28**	1,296	.27, .12, .25
<b>D.V: Client Management &amp; Competence</b>						
Creativity	.34	.12	1.31	40.57**	1,298	.34
Creativity, Security	.38	.14	1.29	25.32**	1,297	.19, .22
Creativity, Security, Variety	.40	.16	1.28	19.19**	1,296	.11, .16, .18
<b>D.V: Image Building</b>						
Creativity	.41	.16	2.76	60.66**	1,298	.41
Creativity, Management	.43	.18	2.74	34.51**	1,297	.30, .17
Creativity, Management, Security	.45	.21	2.70	26.23**	1,296	.18, .14, .20
Creativity, Management, Security, Variety	.47	.22	2.69	20.89**	1,295	.13, .10, .16, .14
<b>3) D.V: Developing Further Potential</b>						
Creativity	.51	.26	5.71	105.48**	1,298	.51
Creativity, Management	.53	.28	5.64	58.38**	1,297	.40, .18
Creativity, Management, Security	.56	.31	5.51	45.73**	1,296	.24, .13, .26
Creativity, Management, Security, Altruism	.59	.34	5.39	39.35**	1,295	.17, .08, .19, .24
<b>c) Dimensions of Developing Further Potential</b>						
<b>D.V: Confidence in Subordinate</b>						
Creativity	.46	.21	3.13	82.61**	1,298	.46
Creativity, Management	.48	.23	3.09	46.58**	1,297	.35, .18
Creativity, Management, Security	.53	.28	3.01	38.56**	1,296	.18, .13, .28
Creativity, Management, Security, Altruism	.55	.31	2.95	33.43**	1,295	.11, .08, .21, .24

Variables	R	R <sup>2</sup>	SEm	F-value	DF	β
<b>D.V: Inspection &amp; Innovation</b>						
Creativity	.51	.26	2.95	104.76**	1,298	.51
Creativity, Management	.52	.27	2.92	56.69**	1,297	.41, .16
Creativity, Management, Security	.54	.29	2.88	41.91**	1,296	.29, .12, .20
Creativity, Management, Security, Altruism	.56	.32	2.83	35.35**	1,295	.22, .07, .14, .22
Creativity, Management, Security, Altruism, Intellectual Stimulation	.57	.34	2.81	29.51**	1,294	.21, .01, .13, .13, .18

\*\*Significant at .01 level, D.F-Degree of Freedom

Further, creativity predicted communication and task assignment, with the calculated R as .37 ( $F = 49.74^{**}$ ,  $p < .01$ ,  $\beta = .37$ ,  $R^2 = .14$ ); management with the calculated R as .40 ( $F = 28.86^{**}$ ,  $p < .01$ ,  $\beta = .17$ ,  $R^2 = .16$ ); security with the calculated R as .42 ( $F = 21.36^{**}$ ,  $p < .01$ ,  $\beta = .17$ ,  $R^2 = .17$ ); and achievement with calculated the R as .44 ( $F = 17.80^{**}$ ,  $p < .01$ ,  $\beta = .29$ ,  $R^2 = .19$ ) and jointly accounted for 19% variance in the prediction of communication and task assignment. The results demonstrate that creativity has been found as the strongest predictor of communication and task assignment with the calculated Beta value as .37. Further, networking has been predicted by creativity with the calculated R as .43 ( $F = 68.83^{**}$ ,  $p < .01$ ,  $\beta = .43$ ,  $R^2 = .18$ ). Security along with creativity has predicted networking with the calculated R as .47 ( $F = 44^{**}$ ,  $p < .01$ ,  $\beta = .28$ ,  $R^2 = .22$ ); and altruism along with creativity and security has predicted networking with multiple R as .51 ( $F = 34.67^{**}$ ,  $p < .01$ ,  $\beta = .23$ ,  $R^2 = .26$ ). The three dimensions jointly accounted for 26% of variance in the prediction of networking. As a whole, creativity has been found as the strongest predictor of networking with the calculated Beta value as .43.

Informal communication has been predicted by creativity with the calculated R as .47 ( $F = 87.80^{**}$ ,  $p < .01$ ,  $\beta = .47$ ,  $R^2 = .22$ ), management with the calculated R as .49 ( $F = 48^{**}$ ,  $p < .01$ ,  $\beta = .16$ ,  $R^2 = .24$ ), security with the calculated R as .51 ( $F = 36.19^{**}$ ,  $p < .01$ ,  $\beta = .21$ ,  $R^2 = .26$ ) and altruism with the calculated R as .52 ( $F = 28.44^{**}$ ,  $p < .01$ ,

beta = .13,  $R^2 = .27$ ). The four dimensions jointly accounted for 27% of variance in the prediction of informal communication. As a whole, creativity has been found as the strongest predictor of informal communication with the calculated Beta value as .47. Conflict resolution has been predicted by creativity with calculated R as .43 ( $F = 70.42^{**}$ ,  $p < .01$ , beta = .43,  $R^2 = .19$ ); management along with creativity has predicted conflict resolution with the calculated R as .45 ( $F = 38.14^{**}$ ,  $p < .01$ , beta = .14,  $R^2 = .20$ ); security along with creativity and management has predicted conflict resolution with calculated R as .46 ( $F = 27.13^{**}$ ,  $p < .01$ , beta = .15,  $R^2 = .21$ ); and intellectual stimulation along with creativity, management and security has predicted conflict resolution with multiple R as .47 ( $F = 21.55^{**}$ ,  $p < .01$ , beta = .16,  $R^2 = .22$ ). The four dimensions jointly accounted for 22% of variance in the prediction of conflict resolution. As a whole, creativity has been found as the strongest predictor of conflict resolution with the calculated Beta value as .43.

Further, Integrity and communication has been predicted by creativity, with calculated R as .43 ( $F = 69.59^{**}$ ,  $p < .01$ , beta = .43,  $R^2 = .18$ ). Security along with creativity with the calculated R as .46 ( $F = 41.10^{**}$ ,  $p < .01$ , beta = .22,  $R^2 = .21$ ) and jointly accounted for 21% variance in the prediction of integrity and communication. The results demonstrate that creativity has been found as the strongest predictor of integrity and communication with the calculated Beta value as .43. Motivation has been predicted by creativity with the calculated R as .48 ( $F = 89.38^{**}$ ,  $p < .01$ , beta = .48,  $R^2 = .23$ ); security along with creativity has predicted motivation with the calculated R as .52 ( $F = 55.05^{**}$ ,  $p < .01$ , beta = .27,  $R^2 = .27$ ); and altruism along with creativity and security has predicted motivation with the calculated R as .53 ( $F = 40.23^{**}$ ,  $p < .01$ , beta = .18,  $R^2 = .29$ ). The three dimensions jointly

accounted for 29% of variance in the prediction of motivation. As a whole, creativity has been found as the strongest predictor of motivation with the calculated Beta value as .48.

Delegation has been predicted by creativity with the calculated R as .40 ( $F = 57.13^{**}$ ,  $p < .01$ ,  $\beta = .40$ ,  $R^2 = .16$ ); management with the calculated R as .41 ( $F = 31.06$ ,  $p < .01$ ,  $\beta = .13$ ,  $R^2 = .17$ ); security with the calculated R as .44 ( $F = 24.59^{**}$ ,  $p < .01$ ,  $\beta = .22$ ,  $R^2 = .20$ ); and altruism with the calculated R as .46 ( $F = 19.93^{**}$ ,  $p < .01$ ,  $\beta = .15$ ,  $R^2 = .21$ ) and jointly accounted for 21% variance in the prediction of delegation. As a whole, creativity has been found as the strongest predictor of delegation with the calculated Beta value as .40. Similarly, welfare management has been predicted by creativity with the calculated R as .43 ( $F = 68.69^{**}$ ,  $p < .01$ ,  $\beta = .43$ ,  $R^2 = .18$ ); management with the calculated R as .45 ( $F = 39.21^{**}$ ,  $p < .01$ ,  $\beta = .18$ ,  $R^2 = .20$ ); and altruism with the calculated R as .49 ( $F = 31.21^{**}$ ,  $p < .01$ ,  $\beta = .23$ ,  $R^2 = .24$ ) and jointly accounted for 24% variance in the prediction of welfare management. As a whole, creativity has been found as the strongest predictor of welfare management with the calculated Beta value as .43. Lastly, consultative has been predicted by creativity with the calculated R as .40 ( $F = 58.84^{**}$ ,  $p < .01$ ,  $\beta = .40$ ,  $R^2 = .16$ ); security along with creativity has predicted consultative with calculated R as .45 ( $F = 39.20^{**}$ ,  $p < .01$ ,  $\beta = .29$ ,  $R^2 = .20$ ); and intellectual stimulation along with creativity and security has predicted consultative with the calculated R as .47 ( $F = 28.59^{**}$ ,  $p < .01$ ,  $\beta = .16$ ,  $R^2 = .22$ ). The three dimensions jointly accounted for 22% of variance in the prediction of consultative. As a whole, creativity has been found as the strongest predictor of consultative with the calculated Beta value as .40.

The second dimension of managerial effectiveness, that is, achieving the results has been predicted by creativity with calculated R as .51 ( $F = 108.59^{**}$ ,  $p < .01$ ,  $\beta = .51$ ,  $R^2 =$

.26); management with the calculated R as .53 ( $F = 59.16^{**}$ ,  $p < .01$ ,  $\beta = .16$ ,  $R^2 = .28$ ); security with the calculated R as .56 ( $F = 45.10^{**}$ ,  $p < .01$ ,  $\beta = .23$ ,  $R^2 = .31$ ) and altruism with the calculated R as .57 ( $F = 35.80^{**}$ ,  $p < .01$ ,  $\beta = .15$ ,  $R^2 = .32$ ). The four dimensions jointly accounted for 32% of variance in the prediction of achieving the results. As a whole, creativity has been found as the strongest predictor of achieving the results with the calculated Beta value as .51. Further, discipline has been predicted by creativity with the calculated R as .51 ( $F = 105.60^{**}$ ,  $p < .01$ ,  $\beta = .51$ ,  $R^2 = .26$ ); security with the calculated R as .53 ( $F = 58.96^{**}$ ,  $p < .01$ ,  $\beta = .20$ ,  $R^2 = .28$ ) and altruism with the calculated R as .56 ( $F = 46.28^{**}$ ,  $p < .01$ ,  $\beta = .25$ ,  $R^2 = .31$ ). The three dimensions of work values creativity, security and altruism, jointly accounted for 31% of variance in predicting discipline. And as a whole, creativity has been found as the strongest predictor of discipline with the calculated Beta value as .51.

Again, client management and competence has been predicted by creativity with the calculated R as .34 ( $F = 40.57^{**}$ ,  $p < .01$ ,  $\beta = .34$ ,  $R^2 = .12$ ); security along with creativity has predicted client management and competence with the calculated R as .38 ( $F = 25.32^{**}$ ,  $p < .01$ ,  $\beta = .22$ ,  $R^2 = .14$ ) and variety along with creativity and security has predicted client management and competence with the calculated R as .40 ( $F = 19.19^{**}$ ,  $p < .01$ ,  $\beta = .18$ ,  $R^2 = .16$ ). The three dimensions have jointly accounted for 16% of variance in predicting client management and competence. The results demonstrate that creativity has been found as the strongest predictor of client management and competence with the calculated Beta value as .34. Lastly, image building has been predicted by creativity with the calculated R as .41 ( $F = 60.66^{**}$ ,  $p < .01$ ,  $\beta = .41$ ,  $R^2 = .16$ ); management with the calculated R as .43 ( $F = 34.51^{**}$ ,  $p < .01$ ,  $\beta = .17$ ,  $R^2 = .18$ ); security with the calculated R

as .45 ( $F = 26.23^{**}$ ,  $p < .01$ ,  $\beta = .20$ ,  $R^2 = .21$ ) and variety with the calculated  $R$  as .47 ( $F = 20.89^{**}$ ,  $p < .01$ ,  $\beta = .14$ ,  $R^2 = .22$ ). The three dimensions have jointly accounted for 22% of variance in predicting image building. The results demonstrate that creativity has been found as the strongest predictor of image building with the calculated Beta value as .41.

Finally, the last dimensions of managerial effectiveness that is developing further potential has been predicted on the basis of dimensions of work values and has been found that creativity predicted developing further potential, with calculated  $R$  as .51 ( $F = 105.48^{**}$ ,  $p < .01$ ,  $\beta = .51$ ,  $R^2 = .26$ ). Management along with creativity has predicted with calculated  $R$  as .53 ( $F = 58.38^{**}$ ,  $p < .01$ ,  $\beta = .18$ ,  $R^2 = .28$ ); security along with creativity and management has predicted with calculated  $R$  as .56 ( $F = 45.73^{**}$ ,  $p < .01$ ,  $\beta = .26$ ,  $R^2 = .31$ ) and altruism along with creativity, management and security has predicted with the calculated  $R$  as .59 ( $F = 39.35^{**}$ ,  $p < .01$ ,  $\beta = .24$ ,  $R^2 = .34$ ). The four dimensions have jointly explained 34% variance in the prediction of developing further potential. The results demonstrate that creativity has been found as the strongest predictor of developing further potential with the calculated Beta value as .51.

Further, Confidence in subordinate has been predicted by creativity with calculated  $R$  as .46 ( $F = 82.61^{**}$ ,  $p < .01$ ,  $\beta = .46$ ,  $R^2 = .21$ ); management with the calculated  $R$  as .48 ( $F = 46.58^{**}$ ,  $p < .01$ ,  $\beta = .18$ ,  $R^2 = .23$ ); security with the calculated  $R$  as .53 ( $F = 38.56^{**}$ ,  $p < .01$ ,  $\beta = .28$ ,  $R^2 = .28$ ), and altruism with the calculated  $R$  as .55 ( $F = 33.43^{**}$ ,  $p < .01$ ,  $\beta = .24$ ,  $R^2 = .31$ ). The three dimensions jointly explained 31% variance in the prediction of confidence in subordinate. And as a whole, creativity has been found as the strongest predictor of confidence in subordinate with the calculated Beta value as .46.

Inspection and innovation with calculated R as .51 ( $F = 104.76^{**}$ ,  $p < .01$ ,  $\beta = .51$ ,  $R^2 = .26$ ); management with the calculated R as .52 ( $F = 56.69^{**}$ ,  $p < .01$ ,  $\beta = .16$ ,  $R^2 = .27$ ); security with the calculated R as .54 ( $F = 41.91^{**}$ ,  $p < .01$ ,  $\beta = .20$ ,  $R^2 = .29$ ); altruism with the calculated R as .56 ( $F = 35.35^{**}$ ,  $p < .01$ ,  $\beta = .22$ ,  $R^2 = .32$ ); intellectual stimulation with the calculated R as .57 ( $F = 29.51^{**}$ ,  $p < .01$ ,  $\beta = .18$ ,  $R^2 = .34$ ) and jointly explained 34 % variance in the prediction of inspection and innovation. And as a whole, creativity has been found as the strongest predictor of inspection and innovation with the calculated Beta value as .51.

Table 16 represents stepwise regression analysis, which has been used for the prediction of managerial effectiveness, with independent variable as organizational justice (OJ). The three dimensions of organizational justice (distributive justice(DJ),procedural justice (PJ), and interactional justice (IJ) were entered for the stepwise regression analysis and was found that distributive justice predicted activities of the position with the calculated R as .60 ( $F = 167.86^{**}$ ,  $p < .01$ ,  $\beta = .60$ ,  $R^2 = .36$ ), procedural justice predicted activities of the position with the calculated R as .64 ( $F = 105.95^{**}$ ,  $p < .01$ ,  $\beta = .41$ ,  $R^2 = .41$ ) and interactional justice predicted activities of the position with the calculated R as .67 ( $F = 80.34^{**}$ ,  $p < .01$ ,  $\beta = .44$ ,  $R^2 = .44$ ). Three dimensions jointly explained 44% of variance in predicting activities of the position. On the whole, we can say that distributive justice is the strongest predictor of activities of the position with the calculated Beta value as .60.

**Table 16: Stepwise Regression Analysis for the Prediction of dimensions of Managerial Effectiveness as Dependent Variable, with the Independent Variable as dimensions of Organizational Justice on an Overall Basis (N=300)**

Variables	R	R <sup>2</sup>	SEm	F-value	DF	β
<b>1) D.V: Activities of the Position</b>						
Distributive Justice	.60	.36	15.39	167.86**	1,298	.60
Distributive Justice, Procedural Justice	.64	.41	14.72	105.95**	1,297	.25, .41
Distributive Justice, Procedural Justice, Interactional Justice	.67	.44	14.33	80.34**	1,296	.07, .17, .44
<b>(b) Dimensions of Activities of the Position</b>						
<b>D.V: Communication &amp; Task Assignment</b>						
Distributive Justice	.45	.20	2.34	78.29**	1,298	.45
Distributive Justice, Procedural Justice	.50	.25	2.27	50.88**	1,297	.14, .38
Distributive Justice, Procedural Justice, Interactional Justice	.53	.28	2.22	40.08**	1,296	.04, .13, .45
<b>D.V: Networking</b>						
Distributive Justice	.41	.17	1.25	63.38**	1,298	.41
Distributive Justice, Procedural Justice	.45	.20	1.23	38.71**	1,297	.16, .31
Distributive Justice, Procedural Justice, Interactional Justice	.49	.24	1.21	31.50**	1,296	.02, .05, .46
<b>D.V: Informal Communication</b>						
Distributive Justice	.55	.30	2.00	130.66**	1,298	.55
Distributive Justice, Procedural Justice	.60	.36	1.91	86.88**	1,297	.18, .44
Distributive Justice, Procedural Justice, Interactional Justice	.63	.40	1.87	65.80**	1,296	.01, .20, .43
<b>D.V: Conflict Resolution</b>						
Distributive Justice	.46	.21	1.26	80.35**	1,298	.46
Distributive Justice, Procedural Justice	.50	.25	1.22	50.89**	1,297	.16, .36
Distributive Justice, Procedural Justice, Interactional Justice	.52	.27	1.21	37.77**	1,296	.01, .16, .36
<b>D.V: Integrity &amp; Communication</b>						
Distributive Justice	.48	.23	1.28	93.72**	1,298	.48
Distributive Justice, Procedural Justice	.51	.26	1.26	52.97**	1,297	.26, .27
Distributive Justice, Procedural Justice, Interactional Justice	.53	.28	1.24	39.23**	1,296	.11, .07, .36
<b>D.V: Motivation</b>						
Distributive Justice	.55	.30	2.13	131.65**	1,298	.55
Distributive Justice, Procedural Justice	.57	.33	2.09	73.39**	1,297	.32, .27
Distributive Justice, Procedural Justice, Interactional Justice	.58	.34	2.08	52.00**	1,296	.20, .11, .29



Variables	R	R <sup>2</sup>	SEm	F-value	DF	β
<b>D.V: Delegation</b>						
Distributive Justice	.47	.22	1.25	86.37**	1,298	.47
Distributive Justice, Procedural Justice	.52	.27	1.22	55.23**	1,297	.16, .37
Distributive Justice, Procedural Justice, Interactional Justice	.54	.29	1.20	40.52**	1,296	.02, .18, .35
<b>D.V: Welfare Management</b>						
Distributive Justice	.45	.20	1.24	76.24**	1,298	.45
Distributive Justice, Procedural Justice	.50	.25	1.20	49.50**	1,297	.14, .37
Distributive Justice, Procedural Justice, Interactional Justice	.52	.27	1.19	37.31**	1,296	.01, .16, .38
<b>D.V: Consultative</b>						
Distributive Justice	.49	.24	1.21	95.87**	1,298	.49
Distributive Justice, Procedural Justice	.51	.26	1.20	52.99**	1,297	.29, .24
Distributive Justice, Procedural Justice, Interactional Justice	.54	.29	1.17	41.88**	1,296	.10, .07, .46
<b>2) D.V: Achieving the Result</b>						
Distributive Justice	.57	.32	4.75	144.54**	1,298	.57
Distributive Justice, Procedural Justice	.61	.38	4.58	91.88**	1,297	.23, .41
Distributive Justice, Procedural Justice, Interactional Justice	.64	.41	4.48	68.71**	1,296	.06, .18, .41
<b>b) Dimensions of Achieving the Results</b>						
<b>D.V: Discipline</b>						
Distributive Justice	.54	.30	2.08	128.85**	1,298	.54
Distributive Justice, Procedural Justice	.58	.34	2.02	78.00**	1,297	.25, .36
Distributive Justice, Procedural Justice, Interactional Justice	.61	.37	1.97	58.69**	1,296	.08, .13, .41
<b>D.V: Client Management &amp; Competence</b>						
Distributive Justice	.39	.15	1.28	56.49**	1,298	.39
Distributive Justice, Procedural Justice	.46	.21	1.24	40.11**	1,297	.06, .40
Distributive Justice, Procedural Justice, Interactional Justice	.48	.23	1.22	30.18**	1,296	.08, .20, .36
<b>D.V: Image Building</b>						
Distributive Justice	.46	.21	2.69	80.23**	1,298	.46
Distributive Justice, Procedural Justice	.49	.24	2.64	47.73**	1,297	.20, .30
Distributive Justice, Procedural Justice, Interactional Justice	.50	.25	2.62	34.07**	1,296	.08, .15, .28
<b>3) D.V: Developing Further Potential</b>						
<b>C) Dimensions of Developing further Potential</b>						
Distributive Justice	.58	.34	5.37	157.39**	1,298	.58
Distributive Justice, Procedural Justice	.62	.39	5.17	91.17**	1,297	.26, .39
Distributive Justice, Procedural Justice, Interactional Justice	.65	.42	5.06	72.56**	1,296	.09, .16, .41

Variables	R	R <sup>2</sup>	SEm	F-value	DF	β
<b>D.V: Confidence in Subordinate</b>						
Distributive Justice	.55	.31	2.93	134.88*	1,298	.55
Distributive Justice, Procedural Justice	.59	.35	2.84	81.67**	1,297	.25, .36
Distributive Justice, Procedural Justice, Interactional Justice	.61	.37	2.80	59.87**	1,96	.10, .16, .37
<b>D.V: Inspection &amp; Innovation</b>						
Distributive Justice	.56	.31	2.83	138.41**	1,298	.56
Distributive Justice, Procedural Justice	.60	.36	2.73	85.30**	1,297	.24, .38
Distributive Justice, Procedural Justice, Interactional Justice	.62	.39	2.68	64.06**	1,296	.07, .15, .41

\*\*Significant at .01 level, D.F-Degree of Freedom

Further, communication and task assignment has been predicted by distributive justice with the calculated R as .45 ( $F = 78.29^{**}$ ,  $p < .01$ ,  $\beta = .45$ ,  $R^2 = .20$ ), procedural justice with the calculated R as .50 ( $F = 50.88^{**}$ ,  $p < .01$ ,  $\beta = .38$ ,  $R^2 = .25$ ) and interactional justice with the calculated R as .53 ( $F = 40.08^{**}$ ,  $p < .01$ ,  $\beta = .45$ ,  $R^2 = .28$ ) and, the three dimensions jointly predicted 28% of variance in the prediction of communication and task assignment. As a whole, distributive and interactional justice equally has been found to be the strongest predictor of communication and task assignment with the calculated Beta value as .45.

Networking has been predicted by distributive justice with the calculated R as .41 ( $F = 63.38^{**}$ ,  $p < .01$ ,  $\beta = .41$ ,  $R^2 = .17$ ). Procedural justice along with distributive justice has predicted networking with the calculated R as .45 ( $F = 38.71^{**}$ ,  $p < .01$ ,  $\beta = .31$ ,  $R^2 = .20$ ) and interactional justice along with the distributive justice and procedural justice has predicted networking with the calculated R as .49 ( $F = 31.50^{**}$ ,  $p < .01$ ,  $\beta = .46$ ,  $R^2 = .24$ ). And, the three dimensions jointly predicted 24% of variance in the prediction of networking. As a whole, interactional justice has been found to be the strongest predictor of networking with the calculated Beta value as .46.

Informal communication has been predicted by distributive justice with the calculated R as .55 ( $F = 130.66^{**}$ ,  $p < .01$ ,  $\beta = .55$ ,  $R^2 = .30$ ). Procedural justice along with distributive justice has predicted informal communication with the calculated R as .60 ( $F = 86.88^{**}$ ,  $p < .01$ ,  $\beta = .44$ ,  $R^2 = .36$ ) and interactional justice along with the distributive justice and procedural justice has predicted informal communication with the calculated R as .63 ( $F = 65.80^{**}$ ,  $p < .01$ ,  $\beta = .43$ ,  $R^2 = .40$ ). And, the three dimensions jointly predicted 40% of variance in the prediction of informal communication. As a whole, distributive justice has been found to be the strongest predictor of informal communication with the calculated Beta value as .55.

Conflict resolution has been predicted by distributive justice with the calculated value R as .46 ( $F = 80.35^{**}$ ,  $p < .01$ ,  $\beta = .46$ ,  $R^2 = .21$ ); procedural justice along with distributive justice has predicted conflict resolution with the calculated value R as .50 ( $F = 50.89^{**}$ ,  $p < .01$ ,  $\beta = .36$ ,  $R^2 = .25$ ) and interactional justice along with the distributive justice and procedural justice has predicted conflict resolution with the calculated value R as .52 ( $F = 37.77^{**}$ ,  $p < .01$ ,  $\beta = .36$ ,  $R^2 = .27$ ). And, the three dimensions jointly predicted 27% of variance in the prediction of conflict resolution. As a whole, distributive justice has been found to be the strongest predictor of conflict resolution with the calculated Beta value as .46.

Integrity and communication has been predicted by distributive justice with the calculated value R as .48 ( $F = 93.72^{**}$ ,  $p < .01$ ,  $\beta = .48$ ,  $R^2 = .23$ ). Procedural justice along with distributive justice has predicted integrity and communication with the calculated value R as .51 ( $F = 52.97^{**}$ ,  $p < .01$ ,  $\beta = .27$ ,  $R^2 = .26$ ). Interactional justice along with the distributive justice and procedural justice has predicted integrity and communication with the

calculated R as .53 ( $F = 39.23^{**}$ ,  $p < .01$ ,  $\beta = .36$ ,  $R^2 = .28$ ). And, the three dimensions jointly predicted 28% of variance in the prediction of integrity and communication. As a whole, distributive justice has been found to be the strongest predictor of integrity and communication with the calculated Beta value as .48.

Motivation has been predicted by distributive justice with the calculated R as .55 ( $F = 131.65^{**}$ ,  $p < .01$ ,  $\beta = .55$ ,  $R^2 = .30$ ). Procedural justice has predicted motivation with the calculated value R as .57 ( $F = 73.39^{**}$ ,  $p < .01$ ,  $\beta = .27$ ,  $R^2 = .33$ ) and interactional justice along with the distributive justice and procedural justice has predicted motivation with the calculated value R as .58 ( $F = 52^{**}$ ,  $p < .01$ ,  $\beta = .29$ ,  $R^2 = .34$ ). And, the three dimensions jointly predicted 34% of variance in the prediction of motivation. As a whole, distributive justice has been found to be the strongest predictor of motivation with the calculated Beta value as .55.

Delegation has been predicted by distributive justice with the calculated value R as .47 ( $F = 86.37^{**}$ ,  $p < .01$ ,  $\beta = .47$ ,  $R^2 = .22$ ). Procedural justice along with distributive justice has predicted delegation with the calculated R as .52 ( $F = 55.23^{**}$ ,  $p < .01$ ,  $\beta = .37$ ,  $R^2 = .27$ ); interactional justice along with the distributive justice and procedural justice has predicted delegation with the calculated R as .54 ( $F = 40.52^{**}$ ,  $p < .01$ ,  $\beta = .35$ ,  $R^2 = .29$ ). And, the three dimensions jointly predicted 29% of variance in the prediction of delegation. As a whole, distributive justice has been found to be the strongest predictor of delegation with the calculated Beta value as .47.

Welfare Management has been predicted by distributive justice with the calculated R as .45 ( $F = 76.24^{**}$ ,  $p < .01$ ,  $\beta = .45$ ,  $R^2 = .20$ ). Procedural justice predicted welfare management with the calculated value R as .50 ( $F = 49.50^{**}$ ,  $p < .01$ ,  $\beta = .37$ ,  $R^2 = .25$ ).

Interactional justice along with the distributive justice and procedural justice predicted welfare management with the calculated R as .52 ( $F = 37.31^{**}$ ,  $p < .01$ ,  $\beta = .38$ ,  $R^2 = .27$ ). And, the three dimensions jointly predicted 27% of variance in the prediction of welfare management. As a whole, distributive justice has been found to be the strongest predictor of welfare management with the calculated Beta value as .45.

Consultative has been predicted by distributive justice with the calculated value R as .49 ( $F = 95.87^{**}$ ,  $p < .01$ ,  $\beta = .49$ ,  $R^2 = .24$ ). Procedural justice along with distributive justice has predicted consultative with the calculated value R as .51 ( $F = 52.99^{**}$ ,  $p < .01$ ,  $\beta = .24$ ,  $R^2 = .26$ ) and interactional justice along with the distributive justice and procedural justice has predicted consultative with the calculated R as .54 ( $F = 41.88^{**}$ ,  $p < .01$ ,  $\beta = .46$ ,  $R^2 = .29$ ). And, the three dimensions jointly predicted 29% of variance in the prediction of consultative. As a whole, distributive justice has been found to be the strongest predictor of welfare management with the calculated Beta value as .49.

Similarly, achieving the results has been predicted by distributive justice with the calculated R as .57 ( $F = 144.54^{**}$ ,  $p < .01$ ,  $\beta = .57$ ,  $R^2 = .32$ ). Procedural justice has predicted achieving the results with the calculated value R as .61 ( $F = 91.88^{**}$ ,  $p < .01$ ,  $\beta = .41$ ,  $R^2 = .38$ ) and interactional justice along with the distributive justice and procedural justice has predicted with the calculated R as .64 ( $F = 68.71^{**}$ ,  $p < .01$ ,  $\beta = .41$ ,  $R^2 = .41$ ). And, the three dimensions jointly predicted 41% of variance in the prediction of achieving the results. As a whole, distributive justice has been found to be the strongest predictor of achieving the results with the calculated Beta value as .57.

Discipline has been predicted by distributive justice with the calculated R as .54 ( $F = 128.85^{**}$ ,  $p < .01$ ,  $\beta = .54$ ,  $R^2 = .30$ ). Procedural justice along with distributive justice has

predicted discipline with the calculated value  $R$  as .58 ( $F = 78^{**}$ ,  $p < .01$ ,  $\beta = .36$ ,  $R^2 = .34$ ) and interactional justice along with the distributive justice and procedural justice has predicted discipline with the calculated  $R$  as .61 ( $F = 58.69^{**}$ ,  $p < .01$ ,  $\beta = .41$ ,  $R^2 = .37$ ). And, the three dimensions jointly predicted 37% of variance in the prediction of discipline. As a whole, distributive justice has been found to be the strongest predictor of discipline with the calculated Beta value as .54. Further, client management and competence has been predicted by distributive justice with the calculated  $R$  as .39 ( $F = 56.49^{**}$ ,  $p < .01$ ,  $\beta = .39$ ,  $R^2 = .15$ ). Procedural justice predicted client management and competence with the calculated  $R$  as .46 ( $F = 40.11^{**}$ ,  $p < .01$ ,  $\beta = .40$ ,  $R^2 = .21$ ) and interactional justice along with the distributive justice and procedural justice predicted client management and competence with the calculated  $R$  as .48 ( $F = 30.18^{**}$ ,  $p < .01$ ,  $\beta = .36$ ,  $R^2 = .23$ ). And, the three dimensions jointly predicted 23% of variance in the prediction of client management and competence. As a whole, procedural justice has been found to be the strongest predictor of client management and competence with the calculated Beta value as .40.

Image building has been predicted by distributive justice with the calculated  $R$  as .46 ( $F = 80.23^{**}$ ,  $p < .01$ ,  $\beta = .46$ ,  $R^2 = .21$ ). Procedural justice along with distributive justice has predicted image building with the calculated value  $R$  as .49 ( $F = 47.73^{**}$ ,  $p < .01$ ,  $\beta = .30$ ,  $R^2 = .24$ ) and interactional justice along with the distributive justice and procedural justice has predicted image building with the calculated  $R$  as .50 ( $F = 34.07^{**}$ ,  $p < .01$ ,  $\beta = .28$ ,  $R^2 = .25$ ). And, the three dimensions jointly predicted 25% of variance in the prediction of image building. As a whole, distributive justice has been found to be the strongest predictor of image building with the calculated Beta value as .46.

Finally, developing further potential has been predicted by distributive justice with the calculated R as .58 ( $F = 157.39^{**}$ ,  $p < .01$ ,  $\beta = .58$ ,  $R^2 = .34$ ). Procedural justice, along with distributive justice has predicted developing further potential with the calculated R as .62 ( $F = 91.17^{**}$ ,  $p < .01$ ,  $\beta = .39$ ,  $R^2 = .39$ ). Interactional justice, along with distributive justice and procedural justice has predicted developing further potential with the calculated R as .65 ( $F = 72.56^{**}$ ,  $p < .01$ ,  $\beta = .41$ ,  $R^2 = .42$ ). And, the three dimensions jointly predicted 42% of variance in the prediction of developing further potential. As a whole, distributive justice has found to be the strongest predictor of developing further potential with the calculated Beta value as .58.

Confidence in subordinate has been predicted by distributive justice with the calculated R as .55 ( $F = 134.88^{**}$ ,  $p < .01$ ,  $\beta = .55$ ,  $R^2 = .31$ ). Procedural justice along with distributive justice has predicted with confidence in subordinate with the calculated R as .59 ( $F = 81.67^{**}$ ,  $p < .01$ ,  $\beta = .36$ ,  $R^2 = .35$ ). Interactional justice along with distributive justice and procedural justice has predicted confidence in subordinate with the calculated R as .61 ( $F = 59.87^{**}$ ,  $p < .01$ ,  $\beta = .37$ ,  $R^2 = .37$ ). And, the three dimensions jointly predicted 37% of variance in the prediction of confidence in subordinate. As a whole, distributive justice has been found to be the strongest predictor of confidence in subordinate with the calculated Beta value as .55.

Inspection and innovation has been predicted by distributive justice with the calculated R as .56 ( $F = 138.41^{**}$ ,  $p < .01$ ,  $\beta = .56$ ,  $R^2 = .31$ ). Procedural justice has predicted inspection and innovation with the calculated R as .60 ( $F = 85.30^{**}$ ,  $p < .01$ ,  $\beta = .38$ ,  $R^2 = .36$ ). Interactional justice along with distributive justice and procedural justice has predicted inspection and innovation with the calculated R as .62 ( $F = 64.06^{**}$ ,

$p < .01$ ,  $\beta = .41$ ,  $R^2 = .39$ ). And, the three dimensions jointly predicted 39% of variance in the prediction of inspection and innovation. As a whole, distributive justice has been found to be the strongest predictor of inspection and innovation with the calculated Beta value as .56. Hence, we can say that all the dimensions of organizational justice (Distributive justice, Procedural justice and Interactional justice) have been proved to be the significant predictors of managerial effectiveness.

On the basis of obtained results we can say that hypotheses 1 (a, b, c, d, e, f, g and h) has been retained at .01 level while attaining significant and positive correlation between dimensions of work values and dimensions of managerial effectiveness. And also work values significantly predict managerial effectiveness. Similarly, we can say that hypotheses 2 (a, b and c) has been accepted at .01 level while attaining correlation between dimensions of organizational justice and dimensions of managerial effectiveness. And also organizational justice significantly predicts managerial effectiveness.

#### **4.4 EMPIRICAL SUPPORT FOR THE HYPOTHESES**

The present research has been proposed to explore the effect of work values and organizational justice on managerial effectiveness. Besides this, the study also identifies the specific dimensions of work values and organizational justice that are important predictors of managerial effectiveness. The following section has been divided into four parts. In the first and second part, findings pertaining to the relationships of managerial effectiveness with work values and organizational justice (along with their dimensions) has been discussed. In the third and fourth part, the results of the study concerning the influence of work values and organizational justice (along with their dimensions) on managerial effectiveness (and its dimensions) has been discussed.



#### **4.4. 1 Relationship between Work Values and Managerial Effectiveness**

On the basis of the obtained results, it can be suggested that there is significant and positive relationship between work values (creativity, management, security, altruism, achievement, variety, intellectual stimulation and supervisory relationship) and managerial effectiveness. The findings have indicated that positive experience of work values develop managerial competency, knowledge, learning and increased latitude in decision making which further generate the feelings of being accepted, continued growth and overall work satisfaction. In-fact, positive perception of work values definitely provide greater joy at work and career satisfaction.

Table 12 represents that work values (creativity, management, security, altruism, achievement, variety, intellectual stimulation and supervisory relationship) lead to activities the position, which develop a sense of genuine decision making and individuality among managers (White, 2005). Managers experience career development, self-enhancement and are more open to change (Jaw et al. 2007) which acts as a main driver for enhancing managerial activities around their position. Experiencing activities of the position motivates a manager to use abilities and skills at workplace and perceives workplace more enjoyable and caring. It can be suggested that perception of work values enhances task engagement and develop potential for creativity (Zhang et al. 2007). This tends to establish healthy interaction with the seniors and colleagues and generate self-confidence, self-esteem, and self-worth among managers and they experience a positive lifestyle (Pandey, 2000) which make them more active around their position.

Further, table 12a indicates that the dimensions of work values (creativity, management, altruism, achievement, intellectual stimulation, variety, security, and

supervisory relationship) are significantly correlated with dimensions of activities of the position (communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, motivation, delegation, welfare management, and consultative). Creativity, intellectual stimulation and management at workplace develops considerable amount of thought and reasoning with attitude of sharing knowledge and information among managers. This practice of networking with trust and integrity accelerate growth among managers and contribute to product and service innovation, branding and human resource development.

Altruism, supervisory relationship, achievement and security make the workplace more enjoyable and fruitful with high self-satisfaction (Chen & Teson, 2009). This reduces job stress and enhances interpersonal work behavior (Maddock & Parkin, 1993; Eagly & Johnson, 1990; Harriman, 1996; Powell, 1993) for conflict resolution.

Achievement, altruism, supervisory relations at workplace also elicit conscientious behavior which fosters the speed of informal communication and exhibits integrity, honesty, compassion and enthusiasm to build positive and transparent relationship with subordinates and other stakeholders with improved collaboration and partnering with a great sense and skills of having consultation. This make managers feel happy; less strained and contented working in the workplace. Managers become competent enough to use their intellect and decisional latitude for delegating authority and responsibility to subordinates for carrying out specific activities which make them accountable for the outcome of the delegated task. Delegation improves the quality of decision making by bringing to bear more information, closer to the source of the problems and make managers more compatible and empathetic (Yeniçeri, 2006) to sensitive situations.

Further, findings revealed that creativity, intellectual stimulation, security, variety, and supervisory relationship motivate managers to use maximum abilities, skills and knowledge at workplace and establish cordial relationship with increased integrity (Bass & Avolio, 1994) and communication. This lead to positive mood transitions and protection of human resource whereby managers experience relatedness, companionship (Rosenblatt, 2011) and sensitivity towards socio-affective issues such as work climate, safety at work (Rapoport et al. 2002), which in turn help in boosting the morale and motivation of managers (Buren, 2008) and exhibit empathy, resilience, respect, humility, competence, fairness, wisdom and courage for resolving conflict. It also develops a sense of awareness concerning their rights as managers can receive maximum entitlements in terms of health and corporate social responsibility which leads to welfare management.

It can be suggested that challenging task, security and supervisory relations provide space to explore the inner skills where managers entail assignment of new responsibilities to subordinates (delegation) and experience job satisfaction (Farrow et al. 1980; Leana, 1987; Schriesheim et al. 1998) along with trusting relationship which fosters communication and integrity at workplace with increased analytical skills and monitoring skills for consultation and conflict resolution among managers.

Table 12 and 12b indicates that the dimensions of work values (creativity, management, security, altruism, achievement, variety, intellectual stimulation and supervisory relationship) are positively correlated with achieving the results along with their dimensions (discipline, client management and competence, and image building). When managers perceive creativity and intellectual stimulation at workplace, they perform variety of tasks, and experience advancement and growth which make the managers satisfied and

confident (Barrick et al. 2001) and motivate them to comply with the company's performance standards (discipline). Discipline maintains mutual trust and respect between the supervisor and subordinate to minimize future disciplinary problems (Grobler et al. 2006) and contribute to the stability of managers and promote for achieving the results.

Creativity, intellectual stimulation, achievement and supportive management at workplace elicit continuous improvement and empowerment (Emiliani, 2007) and provide learning perspective with the understanding of organizational culture, while promoting mentoring programme for managers (Cho et al. 2007). An innovative and communicative culture at workplace encourages innovation which helps in establishing manager's as well as organization's identity (image building). This resultantly leads to establish a bonding between the managers, organization and clients for continuous growth and competitive advantages (Srivastava & Sinha, 2009).

The findings revealed that altruism, supportive management and healthy supervisory relationship develop a feeling of honesty and concern for others and make managers become more optimistic and emotionally stable for achieving the results. Emotionally stable managers better understand client psyche and bring best people, ideas and resources for continuous progress and development with profound confidence, dignity and independence (Chen & Tesone, 2009). This builds positive image of managers as well as organization. Variety in jobs, security and achievement at workplace exhibit responsibility, flexibility and self control among managers (Pan et al. 2010) which make them more disciplined with a sense of continued growth, competencies and client relationship.

Table 12 and 12c indicates that the dimensions of work values (creativity, management, security, altruism, achievement, variety, intellectual stimulation and

supervisory relationship) are positively correlated with developing further potential along with their dimensions (confidence in subordinate and inspection and innovation). Creativity, intellectual stimulation and supportive management develop a potential among managers to explore his or her skills at workplace and can perceive workplace more enjoyable and calling with independent thinking and learning (Karabati & Say, 2005) and develop further potential in terms of career development, talent management and succession planning.

Creativity, intellectual stimulation, altruism, and supervisory relationship at workplace develop the better product and yield improved results and performance which brings trust among peers, subordinates, superiors and clients. This develops confidence in subordinates and they fulfill the organizational goals with increased potential in terms of competence, emotions and solve complex problems with solutions that are innovative, cost effective and tend to evaluate, and analyze work environment to control, eliminate, and prevent discomforts and provide a workplace based on ergonomics.

Further, variety in jobs and security motivate managers for new learning and recognizing their weaker areas for developing further potential while focusing on inspection and innovation of products, services, or processes to evaluate quality and performance with maximum profitability.

#### **4.4.2 Relationship between Organizational Justice and Managerial Effectiveness**

On the basis of the obtained results, it can be suggested that there is significant and positive relationship between organizational justice and managerial effectiveness. The findings have indicated that positive perception of justice (distributive justice, procedural justice and interactional justice) leads to managerial effectiveness. It can be stated that distributive, procedural and interactional justice related to the fulfillment of the cognitive

needs (thinking, growth and decision making) and also affects task performance and contextual performance of managers (Harrison et al. 2006). It is also evident from the results that perception of justice at workplace plays a significant role in determining the activities of the position, achieving the results and developing further potential among managers, which in combination increases managerial effectiveness. It can be suggested that satisfaction of being treated fairly at workplace generates positive emotions as self-respect, pride, contentment and happiness (Burne, 2008) along with personalized relationship increase job satisfaction and effectiveness of managers which directly contribute to the success of an organization (Tripathi & Tripathi, 2001).

Previous researches have also reported that perception of justice were significantly related to the intention of performing specific organizational based activities that lead to increased managerial effectiveness in terms of activities of the position, achieving the results and developing further potential. When managers perceive their organization as fair they are more likely to improve their skills, gain expertise on competencies and proactive behaviors (Acquaah & Tukamushaba, 2009), and are more willing to perform effectively, which in turn increases managerial effectiveness (Rana et al. 2011). Thus, organizational justice is one of the most important factors for increasing competency and individual's performance (Fathy & Tony, 2010).

Table 13 reveals that perception of organizational justice (distributive justice, procedural justice and interactional justice) leads to manager's activities of the position. The findings suggest that fair decision making policies and procedures (procedural justice) and distributive justice (perceived fairness of outcomes) influences organizational commitment, job satisfaction, pay satisfaction, and commitment (Ambrose et al. 2002). This facilitates

managers to use their intellectual skills and abilities which make them proactive around their position. It is also evident that perception of interactional justice at workplace improves interpersonal relationship (Noblet et al. 2009) and increases involvement while performing complex tasks successfully.

Table 13a indicates that the dimensions of organizational justice (distributive justice, procedural justice and interactional justice) are positively correlated with dimensions of activities of the position (communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, motivation, delegation, welfare management, and consultative). When managers perceive fair distribution of rewards, procedures and healthy interaction within organization, this enhances interaction and communication for solving complex problems, and authorities delegating responsibility to subordinates (Bass, 1985; Bass & Avolio, 1995) for achieving tasks. It is suggested that fair distribution of rewards and procedures increases manager's involvement in decision making process (Eberlin & Tatum, 2008) and enhances the perception of trust among managers. This increases the speed of communication interaction and companionship with the colleagues and develop self-commitment with strong networking system where managers involve and participate for completing task assignments.

The findings reveal that perception of distributive justice have a greater impact on work-related outcomes including pay satisfaction (Folger & Konovsky, 1989), job satisfaction (Dailey & Kirk, 1992), job security and supervision (Oldham et al. 1986), which make managers harmonious, synergistic and efficient towards work (Orlitzky et al. 2003) and fosters integrity and communication for reducing personal bias and conflict. Perception of procedural justice and interactional justice improve manager's decision making process

and trustworthiness at workplace and brings managers closer to each other through informal communication (Kernan & Hanges, 2002) for achieving the task. It is suggested that procedural justice and interactional justice develop the feelings of respect and pride and fosters group cohesiveness (Janssens et al. 2003; Kickul & Troth, 2003) while reducing communication gap and managers displaying social sensitivity, respect, honesty, dignity, and politeness (Konovsky, 2000) for resolving conflict (Dayan & Benedetto, 2008) .

The findings reveal that perceived distributive justice (e.g., capital, technology, brand, machinery, distribution, etc.), procedural justice and interactional justice at workplace improve cooperation, contribution, commitment, and performance towards organization (Lau et al. 2008). This collectively maintain the honesty, courtesy, openness, feedback and mutual understanding at workplace (Fischer, 2006), and subsequently provide intrinsic motivation (Latham and Pinder, 2005) to empower subordinates by delegation (Sandeson, 2003) and generate the feelings of satisfaction and personal accomplishment (Ismail & Joon, 2006) . It is also evident that perception of justice at workplace leads to an aligned to work life with a sense to understand that what is right and what is wrong, embedded with moral and ethical values (Rupp et al. 2006) which leads to welfare management (corporate social responsibility).

Further, the finding suggests that fairness in allocation of the resources, perceived fairness in decision-making procedures and interactional justice increases moral, trust loyalty and positive attitude towards work-life (Tyler, 1989). This fosters intellectual and emotional stimulation and significant affiliation with the colleagues and supervisors while controlling, managing and understanding each other's problems and solve them with consultation.



Table 13 and 13b indicates that dimensions of organizational justice (distributive justice, procedural justice and interactional justice) are positively correlated with achieving the results and its dimensions (discipline, client management and competence and image building). Distributive, procedural and interactional justice at workplace escalates positive behaviors among managers such as performance, commitment, involvement, group cohesiveness and job satisfaction which are related to effective functioning of the organization (Murphy et al. 2002; Erturk, 2007). This creates a feeling within managers to repay the organization (Settoon et al. 1996) and reciprocate with disciplined gestures (Rupp et al. 2006) which motivate them for achieving the results while meeting the criteria of high self-esteem, creativity and innovativeness (Pathak, 2008). Managers exhibit satisfaction with work and provide an environment to build and sustain competencies for developing a positive relationship with clients and collectively responsible for continuous progress along with positive behavioral repertoire with respect for the authorities, laws and norms at workplace which make managers disciplined (Ryan & Deci, 2001) and fully functional persons in different roles and lead to image building of themselves as well as of the organization.

Further table 13 and 13c indicates that dimensions of organizational justice (distributive justice, procedural justice and interactional justice) are positively correlated with developing further potential (confidence in subordinate and inspection and innovation). Fair distribution of resources, clarity in decision making policies and procedures with appropriate information process at workplace elicit feelings of respect, self-worth and pride (Hagen & Choe, 1998; Jones & George, 1998; Lewis & Weigert, 1985; Lewicki et al. 1998). This motivates managers to adopt new skills and knowledge for developing further potential and

to overcome and accomplish the job challenges by inspection and innovation (Gilson & Shalley, 2004). Perception of distributive justice also provide a platform to make appropriate use of the available resources, through fair procedures wherein the authorities recognize manager's contributions to the organization while taking care of their socio emotional needs (Fuller et al. 2003; Aube et al. 2007) which develop confidence in subordinate. Therefore, it can be suggested from the findings that favourable procedures, healthy and interactive communication patterns encourage managers to make optimum use of their skills and abilities to shape up their careers.

#### **4.4.3 Prediction of Managerial Effectiveness on the basis of Work Values**

Table 15 represents the prediction of managerial effectiveness on the basis of work values at workplace. The findings reveal that overall work values have proved to be a significant predictor of managerial effectiveness. Table 15 indicates that activities of the position have been predicted by creativity with the joint effect of management, security and altruism. Creativity at workplace encourage managers to try new approaches and solve problems in their own way with interesting and challenging tasks. Creativity, management, security and altruism provide a conducive platform for managers to perform tasks while controlling the complex array of work demands and one can produce results in his or her own way and enhance the activities of managers around their job and achieve the desired results in the competitive work environment. Experiencing work values at workplace satisfy manager's needs and provide opportunities for skill utilization and enhance work attitudes such as job satisfaction, organizational commitment and loyalty. Therefore, it can be stated that work values provide workplace satisfaction and happiness which generate positivism, self-initiation and self-direction (Witmer & Sweeney, 1992).

Communication and task assignment has been predicted by creativity with the joint effect of management, security and achievement. This can mould an individual to maintain healthy relationships at work place while reducing negative emotions, and establish a two way communication pattern. Communication is centrally linked to the expression of culture, technology and strategy which leads to initiation of task assignment along with the feeling of empowerment and engagement at workplace. Creativity at work place encourage manager's creative ideas, problem solving abilities and better understanding of people and complex situation. This enables them to resolve differences without creating conflict and destroying trust for achieving the task (Brown, 2002). The presence of work values is a significant factor in fostering communication and task assignment, as managers perform with innovative work styles and generate a high sense of achievement for accomplishing tedious task. It can also be suggested that creativity, management, security and altruism enhances workplace satisfaction, commitment and knowledge management system (Miller & Yu, 2003).

Networking and motivation has been predicted by creativity with the joint effect of security and altruism. The results reveal that producing novel and original product (Amabile, 1996; Mumford et al. 2002) increase resources and skills and experience security with welfare activities motivate the managers for organizational activities and promote a sense of togetherness among managers. This contributes to increased productivity, motivation, and morale and enhances the mechanism of networking to maintain operation of organization to attain the organizational goals. The findings suggest that work values (creativity, security and altruism) motivate the connectivity among managers and share information and resources to strengthen interpersonal relations among managers (Alas et. al. 2009). It can be suggested that work values have a motivational characteristic (Parsons,

1951) by influencing and directing choices and actions of their managers (Gini, 2004) which provide greater joy in work, reduce job stress, greater satisfaction with their jobs, and initiate more positive work behaviors and higher levels of emotional well-being (Burke, 2004).

Informal communication has been predicted by creativity with the joint effect of management, security and altruism whereas integrity and communication has been predicted by creativity with the joint effect of security. Creativity at workplace provides effective working environment where managers can understand complex tasks, develop learning skills, which enhances informal communication and interaction and transmits the culture of integrity across organizational boundaries. Creativity, security, management and altruism at workplace develop an intense desire to lead others and reach the shared goals (Paulus & Nijstad, 2003) with honesty and integrity (trustworthy, reliable, and open). As this integrity is essential for lasting success, positive work climate and job satisfaction (Chadha, 1988; Campbell, 2000). It can be stated that positive perception of work values in organizations promote a culture of excellence where managers not only exchange task information but also emotional information and social support which affect organizational functioning, as well as intelligence and integration among managers.

Further, conflict resolution has been predicted by creativity with the joint effect of management, security and intellectual stimulation. Also, consultative has been predicted by creativity with the joint effect of security and intellectual stimulation. The results reveal that creativity and intellectual stimulation at workplace create an environment, which suggest new ways of how to look at problems and encourage divergent thinking (Bass, 1990) to resolve conflict within team. This lead to better team performance (Dionne et al. 2004) with

appropriate decision making with the help of joint consultative committees (JCC) within organization. It can also be suggested that creativity, management, security and intellectual stimulation at workplace develop self awareness, healthy relationship and trust-building across conflict lines and explore options for consultation such as collective bargaining, negotiations and participatory management style which consequently leads to industrial peace.

Delegation has been predicted by creativity with the joint effect of management, security, and altruism. Creativity at workplace promotes intelligence and develop willingness among managers and makes them able to show their subordinates new ways of looking at old problems to resolve and emphasize on rational solutions. This develops the feeling of self-direction and self-control among managers as well as subordinates and makes them competent and satisfied at workplace (Gardner et al. 2004). The incorporation of such positive behavior through creativity among managers lead to the process of delegation (assess, assign, availability and affirm). Through delegation managers participate in the decision making process and feel more responsible and accountable for the delegated tasks and show a stronger commitment to organization's success. Further, management, security and altruism at workplace are concerned with the optimum attainment of organizational goals and thereby, managers become more responsible for successful implementation of strategies with a wide span of control along with managing and coaching subordinates to complete specific organizational task (delegation).

Further, welfare management has been predicted by creativity with the joint effect of management and altruism. The results reveal that when managers receive creative work environment, supportive management and altruism they exhibit cordial relationship and

interaction with colleagues and seniors and maintain active participation and communication which reduce informal distance between employers and employees for the initiation of welfare activities, which involves intramural (canteen, rest rooms, crèches) and extramural activities (housing, education, child welfare, interest free loans, and workers cooperative stores) and manager's pay more attention towards work, company's public relations and corporate social responsibility.

Further, table 15 represents the prediction of achieving the results on the basis of work values at workplace. The findings suggest that creativity predicted achieving the result with the joint effect of management, security and altruism. Creativity at workplace encourage managers to think and try new ways in completing tasks (e.g., human resource information system, internet, automations and machineries), sharing opinions in decision-making process (e.g., enforcing rules and regulations), and motivate them to use their knowledge, skills and abilities for performing challenging tasks (e.g., applying knowledge, skills and attitudes gained from training programs). Positive outcomes motivate managers to sustain and support organizational strategy and achieving the results. It can be suggested that creativity, management and security at workplace develops a sharing and learning culture (knowledge and information management) which demonstrate awareness of trends and best practices in their area of expertise and managers seek out formal and informal opportunities to grow and develop themselves for achieving the results.

Discipline has been predicted by creativity with the joint effect of security and altruism. When managers perceive creativity, security and altruism at workplace it tends to develop knowledge, experience and insight to avoid litigations and counterproductive trade work behavior at workplace and leads to better industrial relations. It can be suggested that

presence of work values at workplace reduces the investment in training, monitoring costs and grievances and improve performance of managers (Klaas et al. 2000) which are significantly associated with the effectiveness of disciplinary action at workplace.

Furthermore, client management and competence has been predicted by creativity with the joint effect of security and variety. Also image building has been predicted by creativity with the joint effect of management, security and variety. Creativity and variety at workplace develop different competencies such as personal effectiveness, academic competencies, and leadership competencies for carrying out different tasks without detailed instructions. Managers undertake additional responsibilities and understand the complexities of the business environment, e.g., business process reengineering, total quality management, six sigma, lean manufacturing etc. This makes managers responsible enough to use their intellect and maintain their competencies for (Zingheim et. al. 1996) client management and shape the whole personality of managers in building their image and assign different activities with trustworthiness while dealing with clients at workplace.

Table 15 indicates that developing further potential has been predicted by creativity with the joint effect of management, security and altruism. Creativity at work place promotes divergent thinking of managers and provide opportunities for continuous up- gradation of skills, by which managers gain greater expertise and reinvest their gain back to their work and ignite managers' growth and profitability (Gupta, 2003). The findings suggest that positive perception of work values at workplace develops communication, leadership and relationship building skills that facilitate manager's professional growth to learn grow and give their very best. Creativity, management, security and altruism at work place motivate managers' to build a set of different competencies (result orientation, collaboration, strategic

orientation, change leadership, and commercial orientation) (Hirschi, 2010) which exhibit employee engagement and employee retention for developing further potential. It can be suggested that practice of work values increase manager's self-responsibility, authentic communication, trust and self-determination (Selmer & Waldstrøm, 2007) which enhances, knowledge management practices and succession planning. This stimulates manager's intellect to develop their potentials in performing the tasks with full zest (Bass, 1990; Bass & Avolio, 1995; Avolio et al. 2004).

Similarly, confidence in subordinate has been predicted by creativity with the joint effect of management, security and altruism. Also inspection and innovation has been predicted by creativity with the joint effect of management, security, altruism and intellectual stimulation. Creativity, management, security and altruism at workplace create an open environment that encourage managers to work together to solve problems and understand the dynamics of effective teamwork in order to attain higher levels of team performance and develop confidence in subordinates while subordinates demonstrate the willingness to accept responsibility and accountability for one's own actions. Creativity and intellectual stimulation at workplace fosters personal learning and managers seek feedback from multiple sources to make and modify themselves and share their opinions with the subordinates' to produce superior product, and process. This makes managers more enterprising and innovating for facing fierce competition.

#### **4.4.4 Prediction of Managerial Effectiveness on the basis of Organizational Justice**

Table 16 represents the prediction of managerial effectiveness on the basis of perceived justice (distributive justice, procedural justice and interactional justice) at workplace. The results reveal that overall organizational justice has proved to be a significant



predictor of managerial effectiveness. Table 16 reveals that activities of the position have been predicted by distributive justice with the joint effect of procedural justice and interactional justice. The findings suggest that if managers perceive fair treatment at workplace which provide material motivation (monetary incentives) (Jamaludin, 2009) and encourage managers to voice their concern in the decision making process while interactional justice facilitates managers' positive attitude toward information sharing and bring feeling of recognition within organization (Jerusalim & Hausdorf, 2007). This improve manager's activity towards professional front.

Furthermore, communication and task assignment has been predicted by distributive justice and interactional justice with the effect of procedural justice. Informal communication has been predicted by distributive justice with the joint effect of procedural justice and interactional justice. If managers perceive fair distribution of resources and procedures with quality interpersonal relations at workplace, it fosters collaborative functioning, experience mutual support, harmony and respect (Lind & Earley, 1992). This harmony and respect leads to more spontaneous informal communication (Dayan & Benedetto, 2008) effective coordination and trust among managers while reducing role ambiguity and increases job satisfaction, commitment, and honesty (Yamaguchi, 2009 ) for task assignment.

Networking has been predicted by interactional justice along with distributive justice and procedural justice. Integrity and communication has been predicted by distributive justice along with the procedural justice and interactional justice and suggests that perception of equality in allocation of resources and opportunities, satisfaction with the policies and procedures and interaction promote to make bonds of interpersonal trust and relationship with the colleagues and create a climate of communication (Gupta & Kumar, 2010). This

also leads to integrity and dependability for work behavior and eventually improves the networking among managers. In addition, if managers perceive quality information and interaction with respect and dignity, they feel respected and valued by the organization (Aryee et al. 2002) which develop the feelings of sharing information, knowledge and skills with others and lead to networking. It can be suggested that perception of justice is a kind of binding force that sustain competent managers and organization together and bringing trust for integrity and networking.

Similarly, conflict resolution, motivation and delegation have been predicted by distributive justice with the joint effect of procedural and interactional justice. When managers perceive distributive fairness (in terms of job related satisfaction and performance) at workplace it increases morale and willingness for achieving organizational objectives. This helps to motivate managers as they feel more confident and committed for organization and exhibit a positive work behavior and entail assignment of new responsibilities through subordinates (delegation) for execution of duties (Luthans et al. 2007) . Therefore, managers become more participative and communicate information and decisions with higher authorities which helps to reduce psychological distress (Noblet et al. 2009) and experience pleasure in the jobs (Elanain , 2010). It can be suggested that when managers perceive unfair treatment at workplace, they exhibit negative emotions (Latham & Pinder, 2005) which lead managers towards dissatisfaction, decreased job performance (Greenberg, 1987) and they disseminate insufficient information and exhibit deviant behavior at workplace (sabotage, stress, absenteeism etc.) (Ambrose et al. 2002).

Furthermore, welfare management and consultation have been predicted by distributive justice with the joint effect of procedural justice and interactional justice.

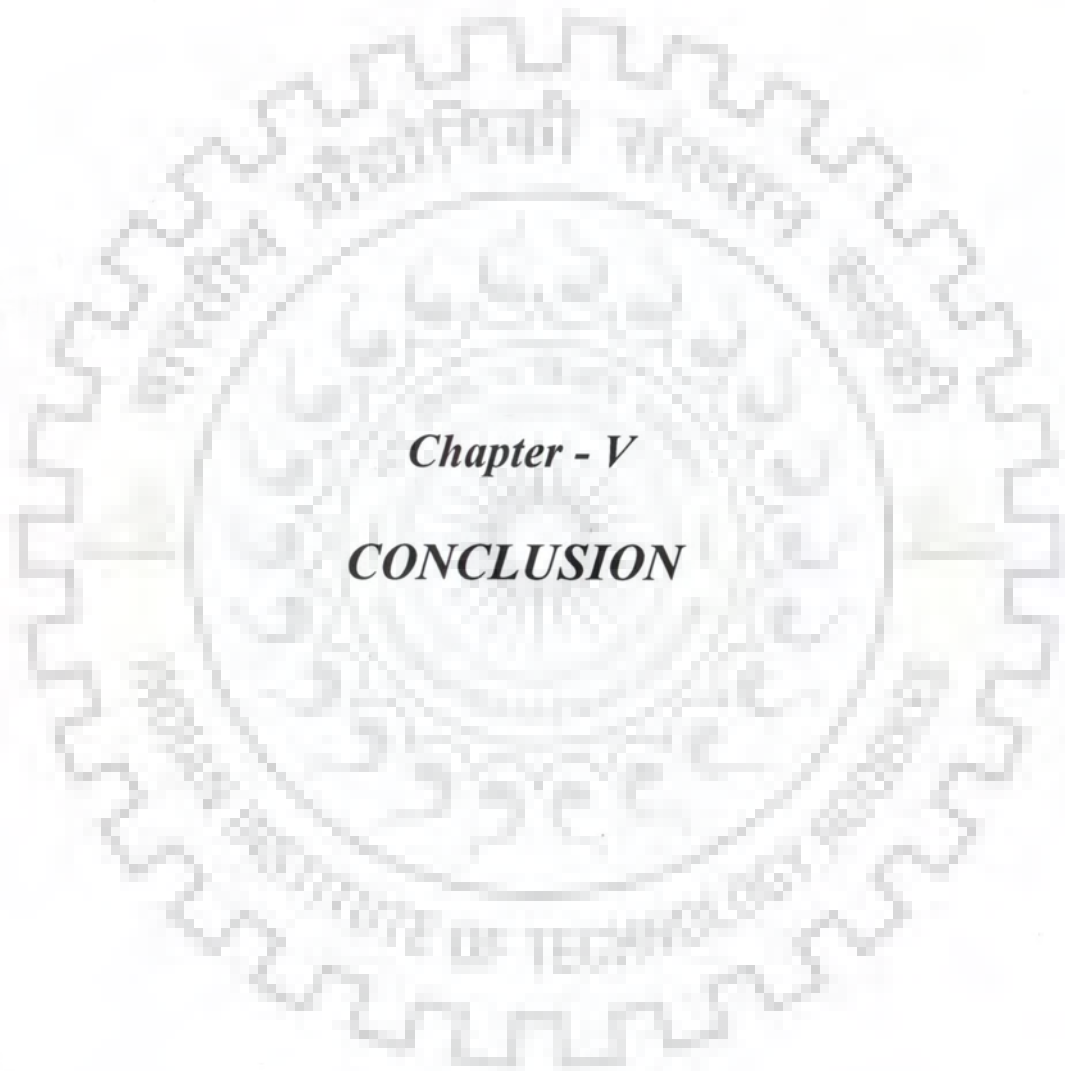
Distributive justice, procedural fairness and interactional justice at workplace develop trust, integrity and harmonious relationships with others which increase the involvement of managers and infuse the socially responsible values into the organizational culture that lead to corporate social responsibility and improve their public image (Zappala & Cronin, 2002). When managers have high perceptions of justice in their organization, they are more likely to feel obliged and perform their roles by giving best of themselves through greater levels of engagement and transparency for resolving problems and meet desired results and avoid disappointment at workplace while exploring their consultative skills.

Table 16 reveals that achieving the results and its dimensions as: discipline and image building have been predicted by distributive justice with the joint effect of procedural justice and interactional justice. Whereas client management and competence has been predicted by procedural justice along with distributive and interactional justice. The results suggest that positive perception of organizational justice (distributive, procedural and interactional justice) at workplace provides feelings of deservedness which reduces turnover intentions (Lambert et al. 2010) and counterproductive work behavior among managers. This make managers disciplined and develop achievement orientation (Barrick et al. 2005), and push them for achieving the results. Fair perception of justice at workplace imply that managers should be trained to ensure that the client needs and expectations are fairly met and clientele must be happy with the quantity and quality of the goods and services rendered. This also encourages innovation, risk taking, and proactiveness toward clients, competition, and opportunities (Miller & Friesen, 1982) which enables the organization to create value by identifying market opportunities and creating unique identity for managers. If procedures are consistent and unbiased, this enhances the perceptions of the firm's competence, and

managers develop a favorable image in term of perceived quality and value (Kelley & Davis, 1994; Boshoff & Staude, 2003).

Table 16 indicates that developing further potential and its sub-dimensions as: confidence in subordinate and inspection and innovation have been predicted by distributive justice with the joint effect of procedural and interactional justice. Perception of justice at workplace lead to positive outcomes, and these positive outcomes may either be tangible (e.g., money, services) or non-tangible in nature (social rewards, such as status and respect) (Cropanzano & Ambrose, 2001) which further fosters personal values and identity to managers. This creates meaning in manager's work life and establishes standards of excellence, and promotes high ideals. Perception of justice bridges the gap between the organization's present problems and its future goals and aspirations (Huang et al. 2005) by setting high performance expectations and standards. They also express confidence in the ability of subordinates to meet high performance expectations.

Perception of justice at workplace fosters the communication at workplace which creates an environment of dissemination and implementation leading to intellectual capitalization developing further potential for driving focus such as: technological innovation, stimulating research and optimizing human capital.



*Chapter - V*  
**CONCLUSION**

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**CONCLUSION**

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The present study attempted to examine the relationship of work values and organizational justice with managerial effectiveness. There are numerous researches which have measured managerial effectiveness in terms of personality, decision making abilities, culture etc. The present study has focused on Indian managers, and has revealed that managers who are cognitively satisfied (experience work values and perceive justice) at workplace tend to experience more satisfaction and performance which leads to managerial effectiveness. The findings have indicated that experiencing work values (creativity, management, security, altruism, achievement, variety, intellectual stimulation and supervisory relationship) and organizational justice (distributive, procedural and organizational justice) play a significant role in determining and enhancing managerial effectiveness (in terms of activities of the position, achieving the results and developing further potential).

The proposed model also indicates that work values and perception of justice at workplace contribute to managerial effectiveness where managers enhance their mode of communication and accomplish task assignment successfully and resolve conflict at workplace. These help managers to gain competence to be innovative and act as a key element of success. Work values (creativity, intellectual stimulation, management, altruism, variety, security, and achievement) offer managers the opportunities to develop their abilities for a closer involvement in managerial affairs and responsible for the beliefs, attitudes, motivation, and satisfaction, while creating a culture for managerial effectiveness.

Further, the present study initiated a more in-depth analysis by highlighting the psychological framework of managers in terms of perception of justice at workplace, which is not only a cognitive construct but also an affective and highly personal for managers. It has become increasingly clear that fairness, integrity, and sensitivity at work place create organizational systems that are welcoming, inclusive, and congruent while increasing self-esteem (competence and worth) and feeling of achievement as a key criterion to judge one's total potentialities and capabilities (Joshi & Srivastava, 2009) among managers.

The present findings indicate that perception of distributive justice, procedural justice and interactional justice generates a strong sense of affiliation with organization and acknowledge managers' personal responsibility for the outcomes such as clear communication for resolving problems, with increased managerial effectiveness in terms of activities of the position, achieving the results and developing further potential.

Shifts in the business environment in terms of slowdown, increasing ethnic and cultural diversity, rapid technological innovations, demand managerial effectiveness, which can be enhanced through work values. Work values are reflected through rational decision making of managers and have significant implications as they determine organizational effectiveness in terms of hiring, compensation, and employee evaluation practices (Pfeffer, 1973; Pfeffer & Salancik, 1978). The findings indicate that work values act as strong promoters of managerial effectiveness (Singh & Vinnicombe, 2003). Experiencing work values and justice perceptions not only promote managerial effectiveness but also become imperative to attract potential future managers. Managers feel recognized and valued as their socio-emotional needs are satisfied by the organization (Fuller et al. 2003; Aube et al. 2007). In response to these underlying psychological processes, managers develop a positive attitude

towards their organization and reciprocate the organization (Settoon et al. 1996) with increased effectiveness (Cropanzano & Rupp, 2008).

Till date, empirical researches have identified the positive organizational outcomes of perception of justice and work values in broader terms of organizational effectiveness and efficiency, but no research has been initiated that to what extent these positive attitudinal behaviors have meaningful impact on managerial effectiveness.

On the basis of the formulation of hypothesis 1 and 2, the relationship and prediction of managerial effectiveness (communication and task assignment, networking, informal communication, conflict resolution, integrity and communication, motivating, delegation, welfare management, consultative, discipline, client management and competence, image building, confidence in subordinate and inspection and innovation ) with work values (creativity, intellectual stimulation, management, altruism, variety, security, and achievement) and organizational justice (distributive, justice , procedural justice and interactional justice) has been found to be significantly positive. This indicate that work values and organizational justice leads to healthy communication and interaction and helps in bridging the gaps of organizational hierarchy (Mujtaba, 2008) and managers experience themselves as significant asset of the organization while fostering adaptability and openness to divergent thinking.

Further, the proposed model reflect a staunch opinion that work values (intrinsic and extrinsic) provide motivation to perform effectively as well as a strong desire to remain connected with the organization as leading to managerial effectiveness in terms of activity of the position, achieving results and developing further potential. On the other hand, the model also reflected that perception of organizational justice (distributive, procedural and



intercational justice) at workplace provide continued innovation, efficiency, growth, satisfaction, communication and coordination and develop greater understanding and knowledge which in turn enhances managerial effectiveness.

It can be concluded from the present study that work is a pervasive aspect of one's life, where manager expects more than materialistic gain and experience progress and momentum marked by a sense of learning (greater understanding and knowledge) in the stimulated market environment (Johnson et al. 1996) and help them to develop in a positive direction and finally spurt one's self development, emotional literacy and emotional alchemy and enable them to realize their full potential towards organizational goal (Adekola, 2006; Williams & Warrens, 2003; Ajaja, 2003). Thus, perception of justice and work values enhances the managers, skills, commitment, effectiveness and productivity.

## **5.1 FUTURE IMPLICATIONS AND SUGGESTIONS**

The findings of the study can be considered a niche in the management discourse and a nascent area, where managers have been regarded as individual and have further implications for optimizing them:

- Both organizational justice and work values are highly treasured by future managers. In fact, numerous managers working in multinational companies without consideration of work values and justice suffer from disequilibrium in work life. Therefore, implementation of work values and organizational justice promotes managerial effectiveness but also makes it imperative to attract competent managers.
- This study provides a unique window for implications of change, innovation, globalization and corporate social responsibility which are critical for the managers.

Through these practices organization are able to increase the visibility of manager's ideas, provide recognition for those who drive intelligent risk taking, incorporate diversity and creativity and provide guidance to a myriad of stakeholders.

- In addition, it can be suggested that work values and organizational justice at workplace enhance the manager's job adjustment while focusing on job enrichment practices that allow for challenge and self-actualization at work. This consequently develops the ability to predict future skills, identify and locate experts across the organization and foster an environment where collaboration and knowledge sharing are recognized and valued.
- It can be suggested that through work values and justice, managers can assess their own strengths and weaknesses, set and pursue professional and personal goals, balance work and personal life, and engage in new learning leading to personal and professional growth.

## **5.2 LIMITATIONS OF THE STUDY**

The present study has certain limitations attached to it.

- A larger sample would have been more appropriate for such kind of studies where relationship is examined among different variables.
- The study can also be extended while selecting larger multicultural samples for the better understanding and measurement of cognitive processes across organizational cultures.



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**APPENDIX**

## APPENDIX

### (A) Personal Information Sheet

Name : .....
Age : .....
Gender: .....Male .....Female .....
Marital Status : Married .....Unmarried .....
Educational Qualification: .....
Designation: .....
Work Experience (In Years): .....

**Instructions:** This questionnaire consists of three parts. The respondents are requested to give their true responses as earlier as possible. The respondents are also requested not to leave any question blank. Confidentiality of responses will be maintained, and the data will be used for academic purpose. Cooperation given by the respondents will be highly appreciated.

### B-WORK VALUES INVENTORY

The statement below represent values which people consider important in their work .These are satisfactions which people often seek in their jobs or as a result of their jobs. They are not all considered equally important, some are very important to some people but of little importance to others. Read each statement carefully and indicate how important it is for you.

**5 means "Very Important", 4 means "Important", 3 means "Moderately Important", 2 means "Of Little Import ants", 1 means "Unimportant"** (Please Circle the number to show your rating of the statement) Work in which you.....

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1.. have to keep solving new problems.                  | 1 | 2 | 3 | 4 | 5 |
| 2... help others.                                       | 1 | 2 | 3 | 4 | 5 |
| 3... can get a raise.                                   | 1 | 2 | 3 | 4 | 5 |
| 4... look forward to changes in your job                | 1 | 2 | 3 | 4 | 5 |
| 5....have freedom in your area.                         | 1 | 2 | 3 | 4 | 5 |
| 6....gain prestige in your field.                       | 1 | 2 | 3 | 4 | 5 |
| 7....need to have artistic ability.                     | 1 | 2 | 3 | 4 | 5 |
| 8....are one of the gang.                               | 1 | 2 | 3 | 4 | 5 |
| 9....know your job will last long.                      | 1 | 2 | 3 | 4 | 5 |
| 10...can be the kind of person you would like to be.    | 1 | 2 | 3 | 4 | 5 |
| 11...have a boss who gives you a square deal.           | 1 | 2 | 3 | 4 | 5 |
| 12...like the setting in which your job is done.        | 1 | 2 | 3 | 4 | 5 |
| 13...get the feelings of having done a good day's work. | 1 | 2 | 3 | 4 | 5 |
| 14...have authority over others                         | 1 | 2 | 3 | 4 | 5 |

15...try out new ideas and suggestions	1	2	3	4	5
16...create something new.	1	2	3	4	5
17...Know by the results when you've done a good job.	1	2	3	4	5
18...have a boss who is responsible.	1	2	3	4	5
19...are sure of always having a job.	1	2	3	4	5
20...add beauty to the world	1	2	3	4	5
21...make your own decisions	1	2	3	4	5
22...have pay increase that keep up with the cost of living	1	2	3	4	5
23...are mentally challenged	1	2	3	4	5
24...use leadership abilities	1	2	3	4	5
25...have adequate lounge, toilet and other facilities .	1	2	3	4	5
26...have a way of life, while not on the job, that you like.	1	2	3	4	5
27...from friendships with your fellow employees	1	2	3	4	5
28...know that others consider your work important.	1	2	3	4	5
29...do not do the same thing all the time.	1	2	3	4	5
30...feel you have helped another person.	1	2	3	4	5
31...add to the well being of another person.	1	2	3	4	5
32...do many different things	1	2	3	4	5
33...are looked up to by others.	1	2	3	4	5
34...have good contacts with fellow workers	1	2	3	4	5
35...lead the kind of life you most enjoy.	1	2	3	4	5
36...have a good place in which to work.	1	2	3	4	5
37...plan and organize the work of others.	1	2	3	4	5
38...need to be mentally alert.	1	2	3	4	5
39...are paid enough to live right.	1	2	3	4	5
40...are your own boss.	1	2	3	4	5
41...make attractive products	1	2	3	4	5
42...are sure of another job the company if your present job ends.	1	2	3	4	5
43...have a supervisor who is considerate.	1	2	3	4	5
44...see the results of your efforts.	1	2	3	4	5
45...contribute new ideas.	1	2	3	4	5

### C-ORGANIZATIONAL JUSTICE QUESTIONNAIRE

Below are the questions and the participants are requested to respond using a seven point format:**1. Strongly Disagree 2.Disagree 3.Slightly Disagree 4. Never Disagree Nor Agree (Neutral) 5.Slightly Agree 6.Agree 7.Strongly Agree.** The respondents are to **circle** the number which is the most accurate description of their behaviour.

### C1-DISTRIBUTIVE JUSTICE SCALE

1. My supervisor has fairly rewarded me when I consider the responsibilities I have  
1 2 3 4 5 6 7
2. My supervisor has fairly rewarded me when I take into account the amount of education and training that I have  
1 2 3 4 5 6 7
3. My supervisor has fairly rewarded me when I consider the amount of effort that I have put forth.  
1 2 3 4 5 6 7
4. My supervisor has fairly rewarded me when I consider the work that I have done well.  
1 2 3 4 5 6 7
5. My supervisor has fairly rewarded me when I consider the work that I have done well.  
1 2 3 4 5 6 7

### C2-PROCEDURAL JUSTICE SCALE

1. Job decisions are made by the general manager in an unbiased manner.  
1 2 3 4 5 6 7
2. My general manager makes sure that all employee concerns are heard before job decisions are made.  
1 2 3 4 5 6 7
3. To make job decisions, my general manager collects accurate and complete information.  
1 2 3 4 5 6 7
4. My general manager clarifies decisions and provides additional information when requested by employees.  
1 2 3 4 5 6 7
5. All job decisions are applied consistently across all affected employees.  
1 2 3 4 5 6 7
6. Employees are allowed to challenge or appeal job decisions made by the general manager.  
1 2 3 4 5 6 7
7. When decisions are made about my job, the general manager is sensitive to my personal needs.  
1 2 3 4 5 6 7
8. When decisions are made about my job, the general manager treats me with respect and dignity.  
1 2 3 4 5 6 7
9. When decisions are made about my job, the general manager is sensitive to my personal needs.  
1 2 3 4 5 6 7
10. When decisions are made about my job, the general manager deals with me in a truthful manner.  
1 2 3 4 5 6 7
11. When decisions are made about my job, the general manager shows concerns for my rights as an employee.  
1 2 3 4 5 6 7
12. Concerning decisions are made about my job, the general manager discusses the implications of the decisions with me.  
1 2 3 4 5 6 7
13. The general manager offers adequate justification for decisions made about my job.  
1 2 3 4 5 6 7
14. When making decisions about my job, the general manager offers explanations that make sense to me.  
1 2 3 4 5 6 7
15. My general manager explains very clearly any decision about my job.  
1 2 3 4 5 6 7

### C3-INTERACTIONAL JUSTICE SCALE:

1. Manager explains things very clearly.  
1 2 3 4 5 6 7
2. Manager offers adequate justification of decisions.  
1 2 3 4 5 6 7
3. Manager offers explanations of decisions.  
1 2 3 4 5 6 7
4. The manager discusses implications of decisions.  
1 2 3 4 5 6 7
5. Manager is sensitive  
1 2 3 4 5 6 7
6. Manager treats me in a truthful manner.  
1 2 3 4 5 6 7
7. Manager deals me with Kindness  
1 2 3 4 5 6 7



8. Manager shows concerns.

1 2 3 4 5 6 7

9. Manager treats me with respect.

1 2 3 4 5 6 7

### D-MANAGERIAL EFFECTIVENESS QUESTIONNAIRE

Instructions: Below is 45-item scale and the participants are requested to respond using a 5-point format: **5-Always, 4-Usually, 3- Undecided, 2-Sometimes, 1-Never.** The respondents are to **Circle** the number which is the most accurate description of their behaviour.

1. I like to take challenge in assignments and ensure their successful completion.

1 2 3 4 5

2. I structure the work so that people can know what to expect

1 2 3 4 5

3. My subordinates cannot work as team in my absence

1 2 3 4 5

4. My subordinates are over dependent on me

1 2 3 4 5

5. I keep my colleagues satisfied.

1 2 3 4 5

6. I am required to interact with outsiders (PR, customers, suppliers, vendors, external meetings and community service activities)

1 2 3 4 5

7. I am able to procure scarce financial, human, technical resources for my area/organization.

1 2 3 4 5

8. While assigning tasks I do not care whether they match the competencies of my subordinates.

1 2 3 4 5

9. Smooth running of work does not necessarily require coordinating the activities of each subordinate

1 2 3 4 5

10. I delegate responsibilities and authority.

1 2 3 4 5

11. I successfully resolve interpersonal conflicts between subordinates.

1 2 3 4 5

12. It is necessary to consult subordinates on critical issues.

1 2 3 4 5

13. I try to motivate and inspire staff for any excellent performance.

1 2 3 4 5

14. I try to communicate with all those outsiders who matter to the organization.

1 2 3 4 5

15. I involve other people in order to finish a job.

1 2 3 4 5

16. I devise proper controls for monitoring the performance of staff members.

1 2 3 4 5

17. I help subordinates with their personal development plans

1 2 3 4 5

18. I do not believe in resolving conflicts between subordinates and self.

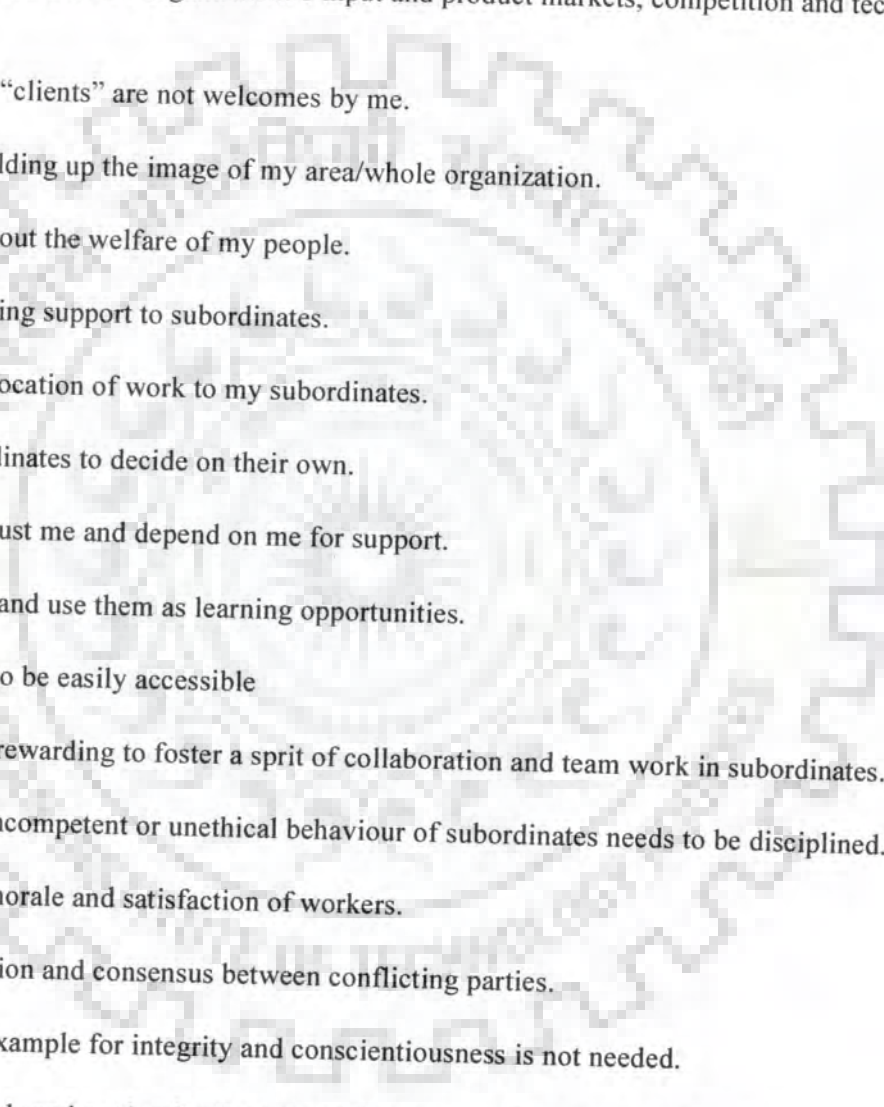
1 2 3 4 5

19. I share any important development/information to build up the subordinates' confidence in future.

1 2 3 4 5

20. I create conditions for the subjects so that they enjoy the work they do.

1 2 3 4 5

- 
21. I do not believe in conveying appreciations, compliments etc. openly.  
1 2 3 4 5
  22. I am action oriented.  
1 2 3 4 5
  23. I interact with my colleagues and use tact to develop effective working relations with them.  
1 2 3 4 5
  24. I like discussing rumours, hearsay and grapevine.  
1 2 3 4 5
  25. I like communicate frankly with my immediate superiors.  
1 2 3 4 5
  26. I understand the nature of the organization's input and product markets, competition and technological environment.  
1 2 3 4 5
  27. Suggestions from "clients" are not welcomes by me.  
1 2 3 4 5
  28. I contribute to building up the image of my area/whole organization.  
1 2 3 4 5
  29. I am concerned about the welfare of my people.  
1 2 3 4 5
  30. I believe in providing support to subordinates.  
1 2 3 4 5
  31. I believe in fair allocation of work to my subordinates.  
1 2 3 4 5
  32. I encourage subordinates to decide on their own.  
1 2 3 4 5
  33. My subordinates trust me and depend on me for support.  
1 2 3 4 5
  34. I tolerate mistakes and use them as learning opportunities.  
1 2 3 4 5
  35. It is not important to be easily accessible  
1 2 3 4 5
  36. I feel it is not very rewarding to foster a sprit of collaboration and team work in subordinates.  
1 2 3 4 5
  37. Persistent sloppy, incompetent or unethical behaviour of subordinates needs to be disciplined.  
1 2 3 4 5
  38. I hesitate to boost morale and satisfaction of workers.  
1 2 3 4 5
  39. I try to get cooperation and consensus between conflicting parties.  
1 2 3 4 5
  40. Setting a personal example for integrity and conscientiousness is not needed.  
1 2 3 4 5
  41. I understand the needs and goals of colleagues and encourage them to achieve them.  
1 2 3 4 5
  42. I meet the expectations of my boss.  
1 2 3 4 5
  43. I am not very keen about face to face communications  
1 2 3. 4 5
  44. I try to communicate with all those who are outside my organization but are important for the organization.  
1 2 3. 4 5
  45. I develop good relations with relevant government and other regulatory agencies.  
1 2 3 4 5