

MANAGERIAL EFFECTIVENESS OF BANK EMPLOYEES

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Abstract

Managerial effectiveness is very important for the survival and growth of the bank. This study aims to investigate the managerial activities of bank managers working in cuddalore district, TamilNadu. It is identified that the sixteen managerial activities are very much important for growth of bank. Bank employees are approached to rate their managers activities in the five point scale. Samples of 415 employees are selected based on convenient sampling method. The collected data are analysed with mean and standard deviation value. It is found that the subordinates are very much appropriated that the manager are doing better welfare management activities and build the confidence. But, they are having in communication skill, public relation, inspiration, discipline. If they have better in the managerial activities, the bank performance will be improved.

Key Word: Bank Manages Managerial Effectiveness, Subordinates, Managerial Activities, Bank Performance.

Introduction

Managerial effectiveness is one of the central themes of work psychology. The issue of managerial effectiveness assumes paramount importance especially in a developing country like India with limited resources. If inefficient managers were at the helm of affairs in organizations, pace of development would slow down. Hence, there is an overriding need to identify predictors of managerial effectiveness (Singh, 1984). Effectiveness involves doing the right things in the right way. Effectiveness is particularly important in the case of managers as they are responsible for the performance of others. There is a general misconception that managerial effectiveness is an inherent quality that cannot be learnt. The reality is that effectiveness can be learnt and with practice, be perfected. In short, managers can be trained to be effective (Sashkin, 1987). Managerial effectiveness is a vital element of an organization.

An Organization's functions and its effectiveness are influenced by the managerial effectiveness in that organization. If a managers are able to recognize his own strength and weakness, understand the requirements of their job well, uses their own strengths and overcomes weaknesses through continuous learning on the job, they may be considered effective (Luthans, 1988). Reddin (1970) defines managerial effectiveness as an extent to which a managers achieve the output requirements of their position, that is, what managers had achieved rather than what they had done. Effectiveness is best seen as somewhat a manager produces from a situation by managing appropriately.

Need for Study

The banking sector in India is facing the transition phase in current globalization and localization environment. The restructuring and blending of certain services in the banking sector have affected the efficiency and mindset of managers working with these banks. Managers in the banks may be having different leadership style and respective managerial effectiveness. So in such a transitional state of banking sector working and restructuring there is need to find out the managerial effectiveness of managers working at different levels. The main objective of this study is to investigate the managerial effectiveness among the various type of bank managers working in various public and private sector banks of cuddalore district, Tamil Nadu.

Research Problem

Due to the rapid expansion of the bank nationally and even internationally there has been an increase in the diversity of the employees and managers within the bank. These employees and managers have varied world views, perceptions, culture and these can only be successfully tapped to the advantage of the bank, if there is an effective management strategy in place. Although the bank has done extremely well in attending to diversity in the way, they handle their customers; it is not clear whether this approach to diversity has been embraced internally. Hence, the manager's activities play a vital role to make the better performance of the bank. There is need for study about their managerial activities.

Objective of the Study

This study aims to investigate the managerial effectiveness of the bank managers working in the public and private sectors banks of Cuddalore District, TamilNadu.

Methodology

In order to examine the managerial effectiveness of bank managers, the sample respondents are considered as their subordinates. Here, the subordinates are asked to rate their opinion towards their managerial activities. Sixteen managerial activities are identified by the researcher in order to measure the managerial effectiveness of the bank managers. These activities are rated by the subordinates in the five point scale, where five stands for strongly agree and one stands for strongly disagree. A sample to 415 respondents are approached to rate their opinion towards their managerial activities. The sample respondents are selected based on the convenient sampling method. Further, the collected data are analyzed. Mean and standard deviation values are calculated for each dimension.

MANAGIRIAL ACTIVITIES

ACTIVITIES	Mean	Std. Deviation
Confidence in subordinates	3.85	0.75
Communication	2.66	0.82
Networking	3.81	0.83
Colleague management	3.88	0.76
Discipline	3.62	0.88
Resource utilization	3.56	0.77
management of marketing environment	3.81	0.90
Conflict resolution	3.89	0.83
Integrity	2.81	1.14
Client management	3.75	0.91
Motivation	3.93	0.76
Delegating	2.79	1.08
Image building	3.25	0.77
Welfare management	4.20	0.77
Consultative	3.80	0.80
Inspiration	3.65	0.81

Results and Discussion

A good manager must make work teams of likeminded people having common working styles so that team members may feel more comfortable while working with one another in order to achieve positive results and organizational goals. The above table explains the subordinate's opinion towards their manager's activities. Mean

and standard deviation values were calculated based on the collected data. The mean score lies between 4.20 and 2.66 and the standard deviation values were ranged between 1.14 and 0.76 Here, the mean values for welfare management (4.20), Motivation (3.93), Conflict resolution (3.89), Colleague management (3.88), Confidence in subordinates (3.85), Management of marketing environment (3.81), Networking (3.81), Consultative (3.80), Client management (3.75), Inspiration (3.65), Discipline (3.62), Resource utilization (3.56), Image building (3.25), Integrity (2.81), Delegating (2.79) and Communication (2.66). It is found that the managers are practicing excellent welfare management. It is inferred that the managers are doing better services towards welfare of their subordinates and also their customers. In some extent, managers are build the confidence, having good relationship with their colleague, making good marketing environment, resolve the conflict, motivate the subordinates, having good client managing techniques, consult the pros and cons with the subordinates, good networking. But they are lacking in communication skill, discipline and resource utilization, delegation of work, image building and inspiration.

If we compare all these factors of managerial effectiveness such as ability to work well with others, motivate workers, resolve conflicts, delegate roles, communicate objectives clearly, ability to see the organization in the context of its industry, the ability to understand how each part of the organization functions as a whole, the ability to visualize, imagine, think, remember and process information for future course of action based on current organizational and industry trends etc. with the elements of cognitive style such as the way individuals imagine, perceive, distinguish, recognize, think and remember information there seems to be lot of similarities.

Every managerial job has effectiveness standards association with it. Manager should be a confidence builder, good communication, create good relationship with colleague, utilize the resource problem, integrated to each other's, build a good image, inspire and motivate the subordinates. Managers should do the right things, produce creative alternatives, optimize the resource utilization, obtain result, increase profit and delegate themselves for betterment of the bank, available on time, answers promptly and good at public relations.

Effective communication helps to improve and develop better interpersonal relations. Communication often leads to failure to co-operate and co-ordinate and failure may hinder the organization's effectiveness. Effectiveness of managers means delivering what their job really is and creating conditions so that subordinates may also become effective.

Conclusion

Managerial effectiveness is very important for the survival and growth of the bank. In this study made an attempt to analyse the managerial activity among the bank managers by the views of the subordinates. It is found that the bank managers are leading with the managerial activities. They should improve their managerial activities. Effectiveness is the best source as something a manager produces from a situation by managing it appropriately producing results the target in every sphere of the activities of bank. The manager's job is linked with technical conceptual and human skill. The productivity of bank can be increase by the effective management of these entire dimensions. All managers need to work with and through subordinates to optimize the bank performance.

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