

UNIVERSITY OF DACCA

DEVELOPMENT OF A MULTI-TRAIT PERSONALITY INVENTORY
FOR SELECTION OF MANAGERIAL PERSONNEL IN THE INDUSTRIES
OF BANGLADESH

A Dissertation Submitted In partial Fulfilment of
The Requirements For The Degree Of Doctor Of Philosophy
In Psychology



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April, 1982



ABSTRACT

The purpose of this study was to develop a Multi-Trait Personality Inventory (MTPI) for the selection of managerial personnel in Bangladesh. On the basis of job analysis of managers in this country (Begum et al., 1981), survey of opinion of supervisors and informal interviews with successful managers/expert, thirteen personality traits viz., Responsibility, Initiative, Firmness/Sticking to principle, Objectivity, Achievement, Sociability, Emotional Stability, Leadership, Loyalty, Honesty, Personal Relations, Originality and Adaptability were considered important. The MTPI was developed to measure these traits.

Items for the Inventory were constructed in the form of positive and negative statements and face validity of these items was determined on a sample of 25 Judges. After a try out study, the Inventory consisting of 235 statements presented in 5-point scale was administered to 166 managerial personnel for item-analysis. The method of Discriminative Power (DP) of the items was used for this purpose. The DP of 1.00 and above was chosen as criterion for selecting items. Following this, 150 items were retained which were again tested for internal consistency. Being assured of item validity, the final schedule consisting of 190 items, 150 valid and 40 filler items, was prepared.

The reliability of MTPI was estimated by split half technique and test-retest method. The split half reliability,

corrected by Spearman-Brown Prophecy Formula, on the original sample (N = 166) ranged from .45 to .97 and on another sample of managerial personnel (N = 123) ranged from .46 to .96. Only 80 managers were available for retesting after 3 months. The reliability co-efficients ranged from .55 to .81. Test-retest reliability co-efficients on a group of university students (N = 77) with an interval of 1 month period ranged from .77 to .97.

Validity of MTPI was measured by self-ratings and peer ratings. Self ratings of only 54 managers were available. Correlations between test scores and self-ratings ranged from .32 to .82. Correlations between test scores and peer ratings of a sample of university students (N = 30) ranged from .28 to .62. Correlations between test scores and peer-ratings of managers (N = 10) of one industrial plant ranged from .25 to .76. All validity co-efficients were significant in the first study. In the second study validity co-efficients for all other scales were significant except Firmness/Sticking to principle and objectivity. In the third study validity co-efficients were significant for five scales viz., Responsibility, Initiative, Sociability, Honesty, and Adaptability.

Three studies were done to see if the Inventory has predictive value. In the first study conducted in KSB Pump, test scores of managers and assistant managers (N = 13) were correlated with ratings of General Manager on overall efficiency which ranged from .25 to .74. Three scales viz., Responsibility,

Emotional Stability, and Originality were found valid. The second study conducted in the Purchase Department of Kohinoor Group of Industries on mid and junior level managers (N = 19) showed positive correlations between ratings of Purchase Manager and test scores. The correlations ranged from .06 to .57. Two scales viz., Responsibility and Originality were found valid. The third study was conducted on a sample of officers (N = 18) in one Public Relations Department, Government of Bangladesh. Correlations between test scores and ratings of their Boss on the basis of ACR ranged from .04 to .60. Three scales found valid were Responsibility, Firmness, Sticking to principle and Loyalty. Non-significant negative correlations were found in the first study for Sociability and Personal Relations scales and in the third study for Sociability scale.

It was suggested that further studies be made to improve the Inventory so that it can be used as a predictor for managerial selection. Assessing predictive validity, applying factor analysis and establishing norms were particularly emphasized in this regard.

ACKNOWLEDGEMENTS

It is a privilege as well as an obligation to express my gratitude to many people who have helped me directly and indirectly in carrying out this research.

I greatly acknowledge the guidance of my supervisor, Dr. Mir Fakhruzzaman, Professor and Chairman, Department of Psychology, Dacca University, without whose suggestions and constructive comments, encouragement and initiative this research could not have been accomplished.

I am also extremely grateful to Dr. Hamida Akhtar Begum, Associate Professor of the Department of Psychology, Dacca University, for her guidance and supervision and conscientious reading of the manuscript.

I acknowledge the facilities which I had in the Bangladesh Management Development Centre where I administered my instrument at different stages to various groups of trainees. For this, I am grateful to Mr. Serajul Islam, Director, BMDC, and his staff, particularly Management Counsellors for their kind cooperation and help.

I express my sincere gratitude to all my respondents of this research who spent considerable amount of their valuable time in giving responses to the questionnaires and taking tests.

I would like to thank Mr. Mohammad Ali who helped me in tabulating the data for item-analysis.

Thanks are due to Mr. Quazi Shamsuddin Md. Ilyas, Assistant Professor, Department of Psychology, Dacca University, for helping me with the coding system.

I express my gratitude to Dr. Jamilur Reza Choudhury, Director, Computer Centre, Engineering University for giving me computer facilities.

I deeply acknowledge the help of Dr. Hemayet Hossain, Associate Professor, Engineering University, for his active cooperation in computer programming.

Sincerest thanks and appreciation are extended to my students who helped me in scoring the tests at various stages.

I am grateful to Mr. Kamalur Rahman Bhuiya and Mr. Ekramul Huq who helped me in writing the English version of the schedule.

Thanks are due to Mr. Bazlur Rahman for typing the thesis.

There are many others, including my colleagues who acted as Judges, friends and relatives, whose names have not been mentioned but whose direct and indirect contribution in completion of this dissertation is tremendous. I greatly acknowledge their cooperation.

Finally, I am deeply indebted to my husband, Mr. Abdus Sobhan, who inspired me and helped me in all stages of this research.

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CHAPTER I

INTRODUCTION

Management jobs have been considered as most important in an industrial organisation. Effective direction of human efforts, both in public and private sectors of economy, is central to the efficient utilization of human and material resources. Business management, termed as a special blend of art and science, is a field as vital to advanced technology oriented countries as it is to developing nations thrusting into industrial modernization. Yet this extremely complicated job of a manager was ignored for many years. A professionally trained specialist manager is a relatively new creation. Less than hundred years ago, no school existed to train him. Few felt the need.

Even in the late 19th century in Western countries, an uneducated youth might start work as a clerk or helper and become the head of an enterprise. It was a period of the Industrial Revolution when a youngster could literally grow up with a new or evolving business or industry and master it if he had certain undefined talents for hard work and a quality of leadership. Now, Managers of to-morrow are students of Business Schools. There developed gradually a realization even in the Third World Developing Countries that one inefficient person in the decision making level may cost an

organisation much more, in the long run, than many inefficient persons at lower level jobs. This is the reason why developing countries have been spending huge amount of money to include business education in their universities and sending hundreds of students abroad for higher studies in the field of management.

Bangladesh, a new country in the world map, is also organising its efforts to develop managerial skill. Development of managerial expertise is regarded as vital to rapid improvement of national economy. Till her independence, the country was subjected to exploitation which impeded the growth of sufficient and efficient managerial forces. History shows that industries in pre-liberation period were mostly owned by non-locals, i.e., people from the then West Pakistan. The managerial people in the industries both in private and public sector were also mostly non-Bengalees. Even the Bengali owners of the private enterprises preferred non-Bengalee managers for their mills and factories because of the fact that they could better maintain liaison with the then non-Bengali authorities at Islamabad and obtain preferential treatment in fiscal and monetary matters. Thus during Pakistani period there had been little or no attempt for proper selection and development of managerial personnel. After independence in 1971, there was, therefore, a great vacuum in the field of management. Moreover, all major industries were declared nationalized. In order to arrest already deteriorating situation in the industrial fields followed by country-wide labour unrest, strikes and

'Gherabes' by workers the Government in a hurry took steps in managing the public enterprises by recruiting personnel from various sources, such as, erstwhile EPIDC/BIDC executives, Ex-freedom fighters and Ex-defence personnel, lower level management through promotion and Government service (e.g. cadre service in civil administration) through deputation (Islam, 1978).

This haphazard and overnight recruitment could not bring any good result. Every year the nationalized industries incurred heavy loss and faced innumerable problems. Although the ex-EPIDC/BIDC executives had previous experience, the number of executives recruited from this source was very negligible. The executives recruited from Ex-freedom fighters and defence personnel were virtually fresh hands in the industrial administration and most of them proved to be a failure because of lack of management knowledge, training and leadership and in some cases due to their corrupt practices. Most of the lower managerial positions filled up by promotion by unqualified persons on pressure resulted in inefficiency at all levels of management. In case of civil servants in industrial administration, the problem was the lack of job orientation and they confused the industrial management with civil administration which invited bureaucratic measures causing a stagnation in developing managerial efficiency (Islam, 1978).

Some studies done on Management Training Needs in both public and private sector reveal that industrial organisations of Bangladesh lack potential managers. One survey on " Management training needs in Public Sector enterprises" shows that some 10.8% of managers (Grades 1 --III) have post graduate higher degree, 47.5% have graduate 1st degree, 58.3% have graduate degree, 24.9% are non-graduates having diploma or professional qualification, 12.2% have secondary or primary education and 4.6% have no formal education. As regards training, 86% of management personnel (Grades 1 --V) have no post experience in management training. The remaining 14% have received some post experience training (Islam, Ahnaf, Mia, and Powell, 1977). Another survey conducted by the National Committee on " Training needs in industries " reveals that managerial people in big private enterprises lack efficiency on different functional areas of management, management skill, and management techniques. As regards educational background (both general and technical) the picture is not upto the mark. In small private enterprises, according to this survey, 35% of the total managerial people are graduates, 12.6% are post graduates and about 46% are non-graduates. Only 12.2% have some training background (Islam, Khan, Hoque, Idris, and Khan, 1979)

To improve management skill the Government has undertaken various programmes. Different training institutions have been established both by Government and by private efforts,

such as Bangladesh Management Development Centre (BMDC), Bangladesh Limited Industrial Relations Engineering and later etc. Of course, there is on executive and later development before and later on through the establishment of the Administration (IBA) in 1975. The present realized sales for week of Nov. 22-26. unless of management recording procedures. In practice, recording repetitive means of the sales transactions. In the general journal is somewhat primitive and trying to sc with a more efficient system of recording such transactions. In general journal form, the entry SES 3,200 3,200 present procedure nationwide study was for resale to customers, the amount is best managerial personnel a battery of psychological tests. Interview Blank, an Interview Form for select personnel, an Appraisal Form for promoting personnel. Managerial rank and recommendations in selection and promotion procedures (Begum, Jahan, Zaman and Ilyas, 1981). The present study was also an attempt in this line, i.e., to improve managerial selection in Bangladesh.

Problems of managerial selection : complexities of the job.

Proper selection of managers is an essential prerequisite for having good managerial forces." The importance of choosing right man or woman for managerial positions cannot be exaggerated. The task of training people in management is

quite difficult enough without starting with the handicap of unsuitable human material. Some people never grow up. They remain throughout their lives emotionally adolescent The capacity for the acceptance of new ideas in some people, even when still young is very low indeed. The power to reason accurately and speedily is not given to everyone" (Brown and Raphael, 1948).

Management selection poses many problems that are not found with the more traditional testing and selection situation. The problem lies in the nature of the job and multifarious factors affecting the person doing the job. To have an idea as to what is required for the job, it is important to know who is a manager and what makes a good manager. There are as many definitions of managers as there are writers in the fields. A common definition is that a manager is concerned with accomplishing organisational goals or objectives. It is defined as working with and through individuals and groups to accomplish organisational goals. This definition is not limited to business or industrial organisations. Management, as defined, applies to organisations whether they are business, educational institutions, hospitals or political organisations. According to Dale (1978), " a manager organises the resources available to him (which include people, money, and other assets such as land and equipment) for the achievement of certain objectives, and usually his job includes setting the objectives as well". This definition though accurate is too

such as Bangladesh Management Development Centre (BMDC), Industrial Relations Institute, Rapport Bangladesh Limited etc. Of course, there had been some activities on executive development before liberation in the then EPIDC, MDC and later on through the establishment of Institute of Business Administration (IBA) in the University of Dacca. However, it was realized especially after the liberation that development of managerial skill through training is not adequate unless the managers are properly selected and promoted by means of scientific methods. Bangladesh Government is now trying to improve management skill by improving recruitment procedure as well as scheduling training programmes. A nationwide study was recently carried out to find out the best managerial personnel which resulted in developing a battery of psychological tests, a non-validated Application Blank, an Interview Form for selection of managerial personnel, an Appraisal Form for promoting personnel to managerial rank and recommendations in selection and promotion procedures (Begum, Jahan, Zaman and Ilyas, 1981). The present study was also an attempt in this line, i.e., to improve managerial selection in Bangladesh.

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general. Stemming from the work of Henri Fayol at the turn of the century the functional approach to management focuses upon the managerial activities that have to be carried out in order to achieve organisational objectives. Frederick W. Taylor, the early pioneer of industrial psychology, who is known as the 'Father of Scientific Management', once stated that management is "knowing exactly what you want man to do and then seeing that they do it in the cheapest and best way". Another authoritative statement says that management is the accomplishing of a predetermined objective through the efforts of other people.

Management is a creative, rewarding, and challenging career that provides an exciting range of opportunity - of success and failure for achievement and growth. It is a dynamic process in which the individual manager functions simultaneously as a planner, a supervisor, a decision-maker, a social activist, a budget analyst, a problem solver, an evaluator of results, and so on. The role changes constantly. As the complexity of modern society increases, the need for managers become more critical. It does little good to have vast natural, technological and intellectual resources if there is no effective way to integrate and direct them. The manager's role is to guide these resources towards some goal. Thus the manager has a unique opportunity to initiate ideas and progress, which can affect both society as a whole and the lives of its individual members.

Organisational characteristics have a bearing on the individual manager's role and function, but all organisations have a common need for managerial leadership and direction. Specified individuals within the organisation must be responsible for the initiation of new concepts, planning for the future, the development and execution of organisational goals and objectives, and a host of other creative and challenging activities. Managers are the people responsible for these activities, they are the key to the success and failure of the organisation.

Management is an activity which exercises the mind, demanding social judgement, creativity and an innovative approach to constantly changing situations. Managers are often called upon to decide critical issues of broad importance on a very short notice. They have the opportunity to provide leadership within their own organisations and in wider context of society at large. The manager who has proposed and participated in the acceptance of a corporate policy to reduce pollution, while maintaining production efficiency, thus has affected the lives of many people beyond those in the single organisation.

One of the most important managerial functions is the ability to reach organisational goals with the resources available at a given point of time. It is axiomatic that every manager has only limited amounts of natural, human, financial, and technological resources available to him. The art of the manager is marshalling these limited resources to achieve

maximum impact. Obtaining the maximum possible results with available resources is the classic standard of measurement for managerial achievement.

What is certain is that management is a complex, but rational process with no uniquely 'right' answers, methods, approaches that will apply to all situations at all times. Personal preference, temperament, experience, educational background, and individual perspective, all influence the manager's approach to decision-making (Graduate study in management: A guide for prospective students, 1977 - 78)

Job analysis of managers is never perfect. Typical job analyses, because they neglect the organisational environment -- past, present and future -- are of limited value for administrative positions. Two executive jobs with identical duties in theory may be quite different in practice because of such environmental intangibles as the goals of the organisation, its level of progress, its potential inadequacies etc. Also significant are the kinds of persons and groups with whom the administrator has to deal, the style of operations liked, the organisational relationships that exist, the competence and motivation of the employees, and the adequacy of the funds or raw materials available for carrying out its goals.

Often typical job analyses are too superficial in describing executive's work. For example, saying that 'communication' is a requirement of a manager's job is not enough

without indicating whom he communicates with, the media he uses, and the importance of communication; 'ability to make decision' is not enough without describing the functional areas affected by his decision, the latitude he is permitted, the kind and amount of information available to aid him in making his decision, the speed with which the decisions have to be made and so on and so forth. There may not be a close relationship between the amount of time spent on an activity and its importance. Planning goes on throughout the year, not only at the time when the annual budget is drawn up for approval while the need for selecting a key subordinate may arise only once every few years. Yet both are fundamental to successful performance.

It is evident from the above discussion that there are differences in manager's job. They vary in respect of type of organisation, risks in taking a decision, amount of foresight needed in decision-making and planning, the amount of delegated authority, the organisational impact of any action or decision. Does the job require new ideas? Or, is it simply a question of going things on? In addition, it must be taken into account the extent of the company's operation—whether local, regional, nationwide, or international. It is also important whether it is public or privately owned. The characteristics of superiors, subordinates, and co-workers and the traditional value system — all affect the job of a manager.

There are seemingly as many kinds of executive jobs as there are executives. Production Manager, Manager Technical, Accounts Manager, Manager Administration deal with different functional areas. Besides, managerial jobs differ according to level of management—top, middle and bottom. Managerial jobs in underdeveloped and developing countries also differ according to changes in economic as well as socio-political conditions.

Still it must be admitted that all executives' jobs have certain characteristics in common. These are planning, organising, directing, controlling, co-ordinating and staffing. All these functions are not necessarily separate elements as part of a total activity. They are interrelated and refer to overlapping duties of organisational leadership. Only for the purpose of analysis should they be viewed as separate or distinct functions. Planning involves setting goals and objectives for the organisation and developing 'work maps' showing how these goals or objectives are to be accomplished. Organising involves bringing together resources, man and material, in the most effective way to accomplish the goals. Directing involves guiding people to meet organisational goals. Members of the organisation must necessarily be interrelated or co-ordinated. Co-ordination is, therefore, a part of organisation rather than a function in itself. In staffing, a manager attempts to find the right person for each job. Obviously, a manager's function is management of people, giving direction to those who

are under him and getting the job done by them. In controlling, he determines what progress has been made towards the goal. Controlling involves feedback of results and compare accomplishment with plans and made appropriate adjustments where outcome is low as compared to the target.

But the manager must do more than perform these essential functions. "Managing a business" as Peter Drucker (1954) has written "cannot be an administrative or policy making job it must be a creative rather than an adaptive task." It is not enough that he is to continue doing what he has been doing in the past within the resources available. If he does so, his organisation is likely to be a static one and eventually will decline, particularly, if it is in a competitive field. A manager must be an innovator. Innovation consists of developing new and better ways of doing things. Finally, the manager's job includes representing his organisation before a number of outside groups or agents with whom he is to deal or negotiate. Management jobs vary according to type/kinds of management, levels of management, and the time and circumstances but the managers all perform these functions.

Because of the tremendous complexities of the executives' job, it is very difficult to formulate an easy selection programme for managers. L.L. Thurstone (1944) has rightly stated "the intellectual and temperamental qualities that insure success in administrative work are probably more

complex than almost any other group of abilities that can be thought of". Gellerman(1958) has listed what he considers " the seven deadly sins," of executive selection.

These are :-

1. Careless treatment of candidates
2. Overdependence upon expert opinion
3. Misjudging job requirements
4. Making 'stop gap' appointments
5. 'Pigeon holing' prospective candidates.
6. Disregarding the company personality.
7. Overlooking personal compatibility

The major problem in predicting executive success is in establishing some valid criteria of it. Attempts to use tests to predict success, once success has been arbitrarily defined for research purposes, have been less than successful, particularly, tests of ability. Personality aspect has been found to be more important in this respect rather than specific abilities. Taylor and Nevis (1957) point out, this is not really too surprising. First, the executive job is a very complex one. Thus to isolate specific abilities may not be sufficient. Second, the abilities required are generally cognitive rather than physical. Third, intelligence measures are probably not good predictors because to get into management requires a fairly bright person in the first place.

The foregoing discussion, in short, indicates that managerial selection is quite difficult. According to Guion (1965) " The psychologist's role in managerial selection has not been characterized by rigorous validation efforts. The reasons are fairly obvious : (1) unusually difficult criterion problems, (2) tiny Ns in unique managerial position, and (3) difficulties in determining predictor traits".

Personal characteristics and management effectiveness.

It has just been indicated that personality is perhaps a better predictor than tests of abilities for managerial selection. Management effectiveness depends on many factors as have been found in the foregoing discussion but frequently personal factors are taken into consideration. An understanding of effective managerial performance demands answer to such questions as : what are the personal demands of the managerial job ? What types of people are most likely to become effective managers, and what types tend to fail ? There have been various reports on this aspect based on personal experience, opinion surveys, research, and managerial appraisal programmes. A short summary of personal qualities said to be necessary for managerial effectiveness is given by Campbell, Dunnette, Lawler, and Weick (1970). These are : able to sustain defeat, alert, ambitious --- achievement oriented, assertive, capable of good judgement, competitive, concrete, creative, decisive, dedicated, dynamic, emotionally stable, energetic, extraverted, fearful

of failure, group-oriented, honest, intelligent, mentally healthy, optimistic and confident, pragmatic, predictable, reality-oriented, self-controlled but defensive and tolerant of frustration.

Jurgensen (1966) asked several groups of personnel men and executives (N =210) to sort 120 adjectives to describe " the type of person most likely to succeed as a key executive in top management". The dozen adjectives rated as most descriptive and the dozen regarded as least descriptive of such a person are shown below :-

Most descriptive of successful key executive	Least descriptive of successful key executive
Decisive	Amiable
Aggressive	Conforming
Self-starting	Neat
Productive	Reserved
Well-informed	Agreeable
Determined	Conservative
Energetic	Kindly
Creative	Mannerly
Intelligent	Cheerful
Responsible	Formal
Enterprising	Courteous
Clear-thinking	Modest

Apparently, managerial success demands vigour, intelligence, and originality coupled with stability, good judgement

peak determination, forcefulness, and persistence (Campbell et al., 1970).

From the study of leadership research, Goode (1951) concluded that the following represent the qualities which make for successful leadership in work organisation :-

1. The leader is somewhat more intelligent than the average of his followers. But he is not so superior that he cannot be readily understood by those who work with him.
2. The leader is a well rounded individual from the stand point of interests and aptitudes. He tends toward interest, aptitudes, and knowledge with wide variety of fields.
3. The leader has an unusual facility with language. He speaks and writes simply, persuasively and understandably.
4. The leader is mentally and emotionally mature.
5. The leader has a powerful inner drive or motivation which impels him to strive for accomplishment.
6. The leader is fully aware of the importance of cooperative effort in getting things done and therefore understands and practices very effectively the so called 'social skill'.

7. The leader relies on administrative skill more than technical skill.

Bower (1978) listed eight fundamental qualities which, he claims, are applied to leadership in any field. These are important for a leader now and also in the year 2,000.

These are as follows :-

1. Character - The leader must have character and integrity that cause people to trust him.
2. Initiative - The leader is a self-starter. He provides the ideas and takes the risks of failure along with the chance of success. His point of view is 'Let's go-Let's go together'.
3. Desire to serve people - The leader has a belief in people. He listens to them and wants to help them grow and develop. He is a coach. This requires that he has self-confidence and humility, certainly he cannot be arrogant. He is a helper, not a manipulator or a predator.
4. Intellect - The future business leader must have the capacity to think at a high level of competence. He need not be as brilliant as many in the organisation, but the complexities of business requires that he be able to analyze things effectively, learn quickly, and have a continuing interest in learning.

5. Awareness and perception - The leader is not only aware of what is going on around him within and outside the business - but has the perception to evaluate its significance to the enterprise and to the people.
6. Foresight/Vision - No one can successfully predict the future but the leader has the intuition, foresight, vision to sense the possibilities of what may affect the business or the people in it. He is a better guesser than others.
7. Open mindedness/Flexibility - The business leader's mind is open to the consideration of new facts, new ideas. He is flexible without being flabby. He abhors the reasoning 'we have always done it that way'.
8. Persuasiveness - The business leader is articulate (orally and in writing) and has the empathy with people that enables him to persuade rather than order them to act.

During the past decades many studies have been done in an attempt to discover the personal characteristics that distinguish successful from unsuccessful executives. Although no single distinctive profile of the successful executives has emerged, suggestions have indicated that successful executives tend to possess certain qualities normally not found in less effective ones. The positive qualities most frequently mentioned in these studies include drive, initiative,

objectivity, flexibility, imagination, decisiveness, emotional stability, skill in human relations and communication, mental alertness and analytical skill, good judgement, willingness to take risks and breadth of knowledge and interest. Holden, Pederson and Germane interviewed 260 executives of fifteen leading industrial corporations. They agreed that above mentioned qualities are extremely important for success in top management position (1968). Koontz, O'Donnell and Wehrich (1980) are of opinion that in addition to various skills that effective managers are thought to require, several personal characteristics are also important. These are (1) a desire to manage, (2) ability to communicate with empathy and (3) integrity and honesty. One of the basic requirements for successful managers is a strong desire to manage, to influence others and to get the work done by subordinates. Many people want to be a manager which includes high status and salary but they lack the basic motivation, a 'will to manage' which requires time, energy, effort, long hours and separation from family life (Bower, 1966). Ability to communicate through writing, discussion, etc. is important but it is better if communication is done with empathy. This is the ability to understand the feeling of others. Integrity is another important characteristic of effective managers which includes the following :-

Honesty in money and materials.

Effective and efficient use of time,

Keeping superiors informed

Adhering to the full truth

Strength of character

Behaving in accordance with ethical standards

The writers add that many of these qualities, and others have been cited by top executives of major companies. Henry Ford II, Chairperson of Ford Motor Company mentioned honesty, candor and openness as appealing qualities. Similarly, Donald M. Kendall, Chairperson of Pepsico, Inc., listed work ethics and integrity as essential characteristics of executives.

" The talented manager is one who is well endowed intellectually, gifted with the capacity to direct the efforts to others, self-stimulated to action, confident in his activities, and striving for a position where he can most fully utilise them -- these talents are not well-fitting to describe the scientists, physicians, and politicians" (Ghiselli, 1963). The findings also reveal that at the upper two levels of management there is a positive relationship between initiative and job performance. The greater the individual's capacity for initiative the more likely he is to be judged as being a good manager -- this may be regarded as a contra-indication in the lower levels (Harrell, 1961; Ghiselli, 1963). The supervisory staff, on the other hand, has a much lower level of aspiration and less mobility drive and considers success achieved when he has attained personal and family security, respect and happiness (Pellegrin and Coates, 1957).

It seems from all these that managerial effectiveness depends primarily on the individual, and a consequent belief that one should study the personal characteristics that make an individual a good or poor leader. Most of the research generated by this viewpoint, therefore, has been concerned with prediction of managerial success on the basis of various trait measures, particularly personality traits. Of the various personality traits that have been proposed as critical for management success, those described by Nash (1963), Dunnette (1967) and Ghiselli (1963) are the most noteworthy. Nash found that effective managers differed from ineffective ones in their preference for activities that are somewhat risky, require independent thinking, allow them to interact with - and dominate others, and seem more 'physical' than 'aesthetic'. Dunnette observed that effective leaders tend to be bright and high in need for achievement, power, autonomy and money. Ghiselli's list of key traits consists of intelligence, initiative, supervisory ability, self-assurance, and perceived occupational level.

Research reports on executive selection published so far have admitted the need for further probing about the personal attributes or some common traits. Selection is still guesswork when the problem is one of selecting youngmen who are likely to develop into executive within ten or more years from now. In short, since the Harvard Business School

initiated the idea in the late 1940's, several thousand executives have participated in several programmes sponsored by Universities and Colleges in different countries round the world and most of the programmes have focussed on the important need of studying the personality and motivational factors of middle management executives for selection and placement context (Gorsuch, 1963; Choudhry, 1964). Accordingly, any pioneer attempt along such line in a developing country like Bangladesh would be relevant to fulfil a dire need of growing industries for scientific management by a group of efficient managers.

In the light of the above discussion, the need for exploring personality traits for the selection of managerial personnel cannot be over-emphasised. Many aptitude tests have been employed in industries to decrease the risk involved in the hiring of untried personnel and to assist in their placement. These tests have been far less effective in the selection of high level executive personnel than in the selection of clerical and other non-administrative persons. Many business executives have found persons of unquestioned high intelligence often turn out to be ineffective when placed in positions of increased responsibility. The reasons for their failure lie in their interpersonal relations needed very much for such kinds of jobs. The present study is a work directly in this line-investigating and measuring personality traits of individuals who would like to become managers in industrial organisations.

Personality and personality traits defined.

Psychological literature is replete with definitions of the term 'personality'. Allport (1937) pointed out fifty different definitions of personality and many have been added since his study. A careful look at these definitions makes it clear that there is no unanimity among psychologists as to what constitutes personality. Patterns of behaviour, organization of behaviour or integration of behaviour are phrases often employed, and such patterns or processes tend to last for some time. Some emphasis is placed on the recognition of an individual by his usual pattern of behaviour, and many psychologists include the function of interaction with the environment. If we put several descriptive phrases together, personality may be thought of as the persistent organised patterns of behaviour with which the individual deals with his environment, and by which he is recognized as an individual. Though personality is thought to be constant, it is modified in the course of experience and some psychologists emphasize the fact that personality is not exactly the same from situation to situation. Each experience makes possible some modification, and each experience is a new interaction of the person and a situation. Thus the main elements of personality remain the same, but adaptations are made by added learning and by the needs of each new situation.

A workable definition of personality is given by Pervin (1970). "Personality represents those structural and dynamic properties of an individual or individuals as they reflect themselves in characteristic responses to situations". In other words, personality represents the enduring properties of individuals that tend to separate them from other individuals. This definition, though broad, does emphasize a number of different points. First, it indicates that personality includes both structure and dynamics --personality is characterized both by parts and by relationships among the parts. In this sense it can be viewed as a system (Sanford, 1963). Second, personality is defined in terms of behaviour. This behaviour is subject to observations and measurements. Third, personality expresses consistency. Finally, this definition indicates that people do not operate in a vacuum, they respond to and express themselves in relation to situations.

Traits, the common denominator by which the personality of an individual can be compared with another, are dispositions which can be used as synonym of dimension and factor. Trait refers to " any more or less permanent aspect or characteristic of an individual, a person's reliably consistent ways of operating" (Corsini, 1977). Individuals are often characterized in terms of some qualifying adjectives. They are termed as brave, honest, lazy, sociable etc. and when a person is so described, it reflects the observable

traits, qualities, or characteristics of the person. If an investigator is interested in the degree of a trait, the degree of a trait may be expressed in terms of 'very brave' or 'slightly brave'. Thus each individual is compared with other individuals, trait by trait, or a person can be described by his own traits comparatively. The pattern of these traits is then the observation of his personality. A given personality is thus recognised by the degree of each trait represented in the behaviour pattern of the individual. Development of factor theories of personality by such prominent psychologists as L.L. Thurstone, J.P. Guilford, H.J. Eysenck, and R.B. Cattell has improved trait approach considerably. The statistical method, called factor analysis, has defined trait operationally. Traits emerged through factor analysis are simply an expression of correlation among a cluster of behaviour measures. That is, relatively independent factors identified through factor analysis are called factors or traits. Thus a trait is defined as a group of correlated behavioural acts or action tendencies. This is a workable operational definition obtained by factor analysis.

Personality tests as used in Industries for managerial jobs.

Many personality tests have been developed by psychologists which measure various traits of human being. In industrial field, personality tests are used for many kinds of jobs, including managerial job. Ghiselli and Barthol(1953)

reviewed 113 studies dealing with the validity of personality inventories in employee selection. The jobs include supervisors, foremen, salesmen, clerks, trade and crafts workers, etc. They conclude that under certain circumstances scores on personality inventories correlate better with proficiency on a wide variety of jobs than might have been expected. The authors recognize both the potential value of personality testing in industry and the need for a vast increase and improvement in research and development.

An example of the use of tests with supervisory level personnel is provided by Neel and Dunn (1960). They used (a) the Wonderlic personnel Test, (b) the How Supervise ? Scale, and (c) the F scale (a measure of authoritarian personality) to predict the degree of success that 32 supervisors would have in a supervisory training programme. Criterion was grade at the end of the course. The results are shown in table 1.

TABLE 1*

Correlations of the Tests with Training Success

	(1)	(2)	(3)	Criterion
(1) How supervise		0.08	0.33	0.69
(2) F scale			--0.23	0.39
(3) Wonderlic				0.25

* From Neel and Dunn, Predicting success in Supervisory training programs by the use of psychological tests. Journal of Applied Psychology, 1960, 44, 358 - 360.

In another study Wagner (1960) attempted to predict ratings of on the job success of 150 executives using a total of 31 variables. These variables included measures of both intelligence and personality. Only amount of education was found to be significantly correlated with criteria. It was concluded that testing, in general, does not seem to be helpful for predicting managerial success but tests of personality and temperament are to some extent promising. Taylor and Nevis (1957), however, did not find them useful. They concluded in their review of projective techniques in management selection, " All too often, we do not know how effective projective devices actually are. Nor can we say- unless on the basis of a hunch, prejudice, or individual intention - which are most appropriate and which are not useful at all. In short, personnel assessment is at the moment much more of an art than a science".

But there are evidences to show that personality tests have good predictive validities for management jobs. Guilford (1952) investigated the relationship of temperament traits with the jobs of executive and supervisory personnel. Guilford series of personality inventories were used, such as (1) Inventory of factors STDCR, (2) Guilford-Martin inventory of factors GAMIN and (3) Guilford -Martin Personal Inventory. The subjects were 208 executives and 143 supervisors in a large plant. Following results were obtained :-

1. Executives averaged significantly more (1) Sociable, (2) Free from depression, (3) Emotionally stable, (4) Happy-go-lucky

(5) Active, (6) Ascendant, (7) Self-confident, (8) Calm and composed, (9) Objective, (10) Agreeable and (11) Cooperative than supervisors.

2. On the basis of a criterion of success, defined in terms of ratings, the following traits contributed significantly to success of executives : (1) Sociability, (2) Lack of inferiority feelings, (3) Cooperativeness and (4) Masculinity. The traits contributed significantly to the success of the supervisors were (1) Emotional stability, (2) Calmness and composure, and (3) Cooperation.

Hicks and Stone (1962) intended to evaluate the effectiveness of a test battery in discriminating between successful and unsuccessful managers. 76 supervisors and managers of an autonomous, medium-sized technical plant were included as samples in this study. The purpose was to see if a broad battery of tests covering aptitude, temperament, and creativity could be used to identify certain basic characteristics for selection, promotion and training purposes. One of the major areas of exploration was the relationship between temperament and managerial success. The Structured Objective (S - O) Rorschach test was used. Besides, California Test of Mental Maturity and four sections of the Guilford - Zimmerman Aptitude survey were used. To measure creativity, the Executive Test was used. The results show that the battery of tests were significantly correlated with criteria. The four Rorschach Test sub-scores W(Theoretical),

Dd (Pedantic), M (Activity Potential) and H (Human Relations) showed greatest relationship with criteria. It appears from the study that managerial success can be predicted using testing instruments. Managers in this study represented a wide range of skills and background and had in common only the fact that they were working in a technical organisation. It was concluded that there are certain basic characteristics which the successful managers possess regardless of their areas of specialisation. The S - O Rorschach identified certain temperament characteristics. These characteristics were related to managerial success. It was interpreted that a successful manager is one who shows a great deal of emotional strength and he tends to look at things from a broad theoretical point of view.

Grimsley and Jarrett (1973) showed that intelligence and personality measures are good predictors of managerial effectiveness. The study was designed to determine the extent to which mental ability test and personality test scores obtained differentiated top from middle managers. The subjects were 50 top and 50 middle managers chosen randomly from among 437 male candidates for key managerial positions who came from different industrial concerns. The top managers were presidents and vice-presidents and middle managers were departmental heads from different functional areas such as accounting, administration, engineering and production. The mental ability tests, personality tests, and tests of interests and values were used. Gordon Personal Profile, Gordon

Personal Inventory and Guilford - Zimmerman Temperament Survey were personality test measures. Significant differences were found between two groups in respect of general activity, ascendance, objectivity, personal relations, ascendance-sociability, general activity-restraint in Guilford-Zimmerman Scale and ascendancy, personal relations and vigour in Gordon Personality Tests. These measures show higher concurrent validity than are usually reported.

These studies show that personality tests are good predictors for managerial selection. Investigators in this field are in general agreement that temperament/personality traits should be included among the potential predictors. Guion (1965) is of opinion that assessment of potential executives or supervisors should include some assessment of emotional stability or self confidence, ambition, drive or level of aspiration as well as measures of various facets of social or interpersonal ease and competence. Most of the known tests of personality have sometimes been found or claimed to be valid for some managerial level. Moreover, as new measures and new constructs in personality theory become more widely known and accepted, their use in executive selection seems to follow as a matter of course. For example, the Barron Ego-strength Scale (a derivative of the MMPI) has been suggested for managerial selection in a report by Schiller (1961).

Rationale of the study : A critical analysis.

The study to develop a personality test especially of for the selection/managerial personnel was undertaken because there is a need to increase managerial efficiency in Bangladesh, and also personal factors are considered important for management effectiveness. The foregoing discussion highlighted these points. But the problem is not without any criticism. The personality tests as used in executive selection have received criticisms on various grounds though these criticisms have also been met with. There are indeed many arguments in favour of the use of personality test for executive selection. From the following critical discussion on the topic, the rationale of the study would be justified further.

William H. Whyte, Jr. (1954, 1956) writes that personality testing of business executive are unscientific and unethical. He claims, as stated by Stark (1958) that (1) personality tests are critical in executive selection, (2) personality tests are executive loyalty tests, (3) personality tests are conformity tests, (4) personality test profiles mould executive personalities, (5) personality tests are not valid, and (6) group personality test performance tells little about individuals. A thorough and lucid analysis of Whyte's criticisms is given by Stark (1958). For the present purpose, at least three points can be raised against Whyte's arguments. First, Whyte's objection regarding mis-use of tests,

such as excessive reliance on personality test for managerial selection can be easily contradicted. Personality test is not the only device in executive selection. Other factors are also considered in any management selection programme. Various writers report the extensive selection and training programme of many well-known companies in the West in which tests as well as other selection devices have been found to be employed for supervisory and managerial job (Dooher and Marting, 1957). Selection programmes of these companies do not include only psychological tests but data are also collected through back ground history materials, interviewing, evaluation of performance etc. So, managers are not selected on the basis of test results only. Test results are to be confirmed by other subjective and objective evidences.

Secondly, Whyte argues that personality tests are generally used in industry to select executives who are conformists and lacking in individuality (i.e., typical "organisation men"). But psychological tests are neutral, they are never loaded with values or organisation values. It is the management or authority which interprets a test result. If the test score is acceptable in respect of some criteria, the man is selected. Selection procedures are merely decision making instruments of management. Management takes decision regarding personnel selection within the context of its particular point of view. It cannot be said that such point of view is intrinsic to the instrument.

Thirdly, Whyte's claim that personality tests are not valid (i.e. scientific) cannot be accepted. There are many studies which show that these tests can predict criteria of job success. Adamson (1957) conducted a study on Shawinigan water and power company, Montreal. His company's problem was to identify managerial potential in young graduate engineers. Among other things, they tested the engineers with a trial battery, put them through management training, established on-the-job success criteria, and after a reasonable period of time, say five months --compared test scores of the better and poorer job performance. One of the tests being used was Bernreuter, a personality test which was highly criticized by Whyte in respect of validity. The study shows that at least two of its scales significantly distinguished the high and low groups. This study refutes the contention that personality tests are 'invalid'.

In short, Whyte's criticisms regarding the use of personality tests for management selection are not acceptable, rather many reputed psychologists termed them as highly objectionable.

Trait approach of leadership has received considerable amount of criticism now-a-days. This approach emphasizes the importance of personal characteristics and implies that the way to develop excellence in management is through selection based upon desirable traits. Most of the early

leadership research has been of the trait approach type. The philosophy underlying this approach is simple and seems logical. Successful leaders are assumed to possess more (or less) of certain traits than are unsuccessful leaders. Thus a profile of ideal leader is depicted. This way of thinking about leadership is common and popular and present day investigation of traits has become more scientific. Numerous trait studies have been made of the physical, intellectual, and social characteristics of leaders. Despite these accomplishments, trait approach is criticized on several grounds. There is no end of listing adjectives which leaders are likely to possess. On what criteria leaders and non-leaders or good (successful) managers and poor(unsuccessful) managers are distinguished ? It is unlikely that there is a universally effective personality profile for managers. And even if there were, there is difficulty to measure them precisely. Traits are some statements about personal characteristics. The question is, the degree to which an individual exhibits leadership depends not only on personal characteristics but also on the characteristics of the situation in which he finds himself. For example, a man who shows all the signs of leadership when he acts in a well-structured authoritarian organisation may show no indication of leadership in a less-structured, democratic situation. A man may act effectively and comfortably in a group whose climate is friendly and cooperative but becomes ineffective if he perceives the atmosphere hostile. This is situational approach to leadership.

The theory advocates that the unique characteristics of an organisation are often crucial in determining which of two equally competent and gifted men will become a leader. Even these unique patterns may change significantly at different levels of hierarchy. The very 'same leadership quality' that helped a man to rise to the top may, once he is there, prove detrimental. This point of view suggests that almost any member of a group may become its leader under circumstances that enable him to perform the required function of leadership and that different persons may contribute in different ways to the leadership of the group. So leadership in this theory is not seen in terms of personal quality but as an organisational function. Instead of asking 'who is the leader', the question is 'how are the functions done'. Many people emphasize skills of doing which can be attained through training rather than a number of traits which do not guarantee performance always.

There are other leadership approaches too. All of them, however, have their advantages as well as limitations in adequately studying leadership. The criticisms against trait theory do not imply that it is without value. That leadership jobs require some common qualities have been focussed in many studies. Some have gone so far as to say that characteristic patterns of behaviour cannot be changed. Taylor (1962) writes that a cold, self centered, impulsive, indecisive, irritable, subjective, unstable, intolerant, and erratic person cannot be made friendly, generous, decisive,

honest, calm and stable, objective and consistent by means of training. If people think that personality of a mature, adult can be quickly changed by sending him to take a course in human relations - that devils can be made into angels in ten easy lessons - that is utterly wrong ! Training can help to develop some skills but cannot create attitudes, drives, and personality characteristics required for leadership. These qualities must be obtained primarily by selection of people who already have them in potential.

That some personality characteristics are important for effective managerial performance are evident in job - analysis of managers. Unfortunately there have been very few systematic studies of the executives' job. "An executive, for the purpose of the following discussion, is one whose job requires that he spend at least 50 percent of his time in work related to policy planning, programme selling, and coordination" (Mandell, 1957). Similar elements have been reported by Coffin (1944) and Stryker (1955). The major activities of managers, as stated before, include planning, organising, directing, controlling, coordinating, staffing, and representing the organisation. These activities require substantial inter personal contacts or human relations skill. Stogdill, Wherry and Jaynes (1956) analyzed naval administrative personnel and found that eight major activities cover the job. Four of them are built upon interpersonal relationships : public relations, coordination, personal

administration, and professional consultation. Stogdill, Scott and Jaynes discovered that the higher-ranked a navy officer is, the less time he will spend on technical and professional duties, and the more time on public relations, outside contacts, and conferences (1956). Fleishman's study (1956) did not show much difference between naval administrators and industrial executives. The executives did spend more time consulting outsiders.

Job descriptions of 251 representative sample of managers of this country also show that managers, regardless of their functional areas, do tasks which mainly deal with people (Begum et al., 1981). The study was published only in a summarized form. The original report gave a detailed description of duties and responsibilities performed by different categories of managers. Briefly, a typical manager takes decisions; makes plan; gives instructions to the subordinates; visits mill or factory; deals with problems of staff and helps solve problems; organises, supervises and coordinates works of his staff ; makes correspondences through writing; evaluates performances of subordinates; checks and finalises report or statements and accounts and puts signature; deals with staff requirements, appointments, transfer, promotion and termination of personnel upto the level of his jurisdiction; meets people of the organisation and outside the organisation, such as staff, worker and worker representatives, guests, foreign visitors, parties etc.; talks over telephone; checks production; calls and

presides over the meetings and also attends meetings, seminars and conferences; checks attendances of his staff; does some file work; grants leave application of the staff; deals with financial matters i.e. accounts, banking and insurances; deals with some legal affairs; scrutinizes purchase, sales, marketing, and tenders; discusses important issues with superiors, takes approval of the higher authority and executes decision of higher authority and so on. This description provides an example of how much interpersonal contact is necessary for the management job. It was found in this study that managers on an average spent 50 percent of their time with people. Mahoney and Jerdee (1957) in their study with 241 Minnesota Business managers found that the managers spent their time in different **functions** as follows : Supervising - 25 percent; planning - 20 percent; coordinating - 15 percent; evaluating - 12 percent; investigating - 11 percent; negotiating - 10 percent; staffing - 5 percent; and representing - 2 percent. Supervising, coordinating and negotiating -- heavily interpersonal functions -- alone account for half the time spent by a typical manager. Researches done in this area confirm that leadership position predominantly involves personality factor.

It has been widely recognized that management job failures often result from personality deficiencies. Personality characteristics may determine success or failure on any kind of job but it particularly plays an important part in

jobs requiring extensive interpersonal contact such as managerial jobs. According to Stryker (1954) "perhaps eight out of ten job failures were caused by lack of interest or weaknesses in the personality". In an attempt to determine the causes of failure in executive job Gaudet and Carli (1957) have estimated that seven times as many executives fail due to personality problems than for lack of technical competence. The following intellectual and personality defects were found to be the reasons for management failure :-

- a. Inability to delegate responsibility
- b. Lack of breadth of knowledge
- c. Inability to analyze and evaluation
- d. Lack of personnel and administrative knowledge
- e. Inability to judge people
- f. Inability to cooperate with others
- g. Inability to make decisions

Using colleagues' ratings as a basis for his study, Page (1948) found that those who were considered as potential leaders in the commissioned corps of the military forces were rated high in social adeptness, initiative, aggressiveness, military aptitudes (including intelligence) emotional stability, dependability and geniality. Most of these are personality traits.

Emmons (1950) has classified five groups of undesirable executives : the egocentric, who advances at the expense of others; the efficiency expert who feels that personalities can be ignored; the 'yes' man who advances by long and undistinguished service; the frightened executive who is afraid of groups; and the hard boiled executive who acts like a feudal lord.

William E. Henry (1949) investigated personality patterns of successful managers. His research involved the study of over 100 business executives in various types of business organisations. The techniques employed were the TAT, short indirect interview and a projective analysis of a number of traditional personality tests. He found that successful business executives(measured in terms of promotion, salary, etc.) had many personality characteristics in common. An absence of these characteristics was coincident with failure. The attributes of successful executives were : high achievement motive; strong mobility drive; perceiving supervisors as 'controlling but helpful' not as prohibiting and destructive; high ability to organize unstructured situation with insight about future consequences; decisiveness; strong self structure - ability to resist pressure from others and have high faith in themselves; active, aggressive and striving; apprehension and fear of failing; a strong reality orientation; identification with superiors and detachment from subordinates, emotional independence from parents but no resentment towards them and loyalty to overall goals of

the company.

In a highly penetrating study Argyris (1953) also found some essential qualities for successful leadership : exhibits high frustration tolerance, gets full participation of others, continually questions himself for his action or judgement, understands laws of 'competitive warfare', expresses hostility tactfully, accepts victory and defeat gracefully, takes adverse criticisms from supervisors gracefully, identified himself with the group and sets realistic goals.

Another study based on the opinion of 153 executives also indicate that the essential characteristics of managers are mainly personality attributes (Mandell, 1957). These are skill in developing a competent staff, willingness to assume responsibilities, interest in developing subordinates, honesty and dependability, ability to make good decisions, and effectiveness in coordinating and managing an organisation.

A very recent research done by White and Locke (1981) points out the personal trait factor, among others, as related with high and low productivity of 3 occupational groups : managerial, clerical and professional. Data were based on critical incident method which examined the factors perceived by employees to cause high and low productivity. 152 employees were interviewed. The responses were grouped into 3 factors :-

External event factor
Agent factor, and

Personal trait factor

The personal traits cited most frequently by the respondents in high productivity situation are :-

high satisfaction
pride
desire for recognition , and
loyalty.

The personal traits reported most frequently in low productivity situation are :-

frustration
low satisfaction
lack of loyalty and
anxiety.

These studies show that personality factors are associated with success and failure of management job. So, criticisms of personality tests as used in executive selection have little justification. As a measuring instrument they may have some limitations but importance of personality aspects in managerial job can not be denied. While executive job is being evaluated, this aspect is given due consideration. Performance appraisal form includes personality items. Litterer (1957) surveyed 47 companies which have carefully developed executive appraisal programmes. About 80 percent used nothing more scientific than trait rating scales. Though there is an

increasing tendency now-a-days to measure performance in an objective way, Mahoney, Dohman, and Jerdee found that personality factors are more frequently emphasized (1957). Despite recent progress, management science has not yet provided objective or impersonal means of measuring executive performance. In this country also all appraisal forms for administrators and managers, called ACR (Annual Confidential Report), include heavily personality items such as, sense of responsibility, zeal and industry, cooperation and tact, initiative, integrity etc. which are to be rated by the superior boss of the person being evaluated.

As a selection tool personality tests have been criticised but a close observation will reveal that personality traits are investigated by others selection devices too. For management selection, intensive interview is usually designed. This kind of interview takes an account of candidate's aptitudes, abilities, experience, training and education, personality or character traits. Almost all interview rating form includes personality items. In the Armstrong Cork Company as referred by Doohar and Marting (1957), for instance, management interviewing is regarded as an excellent means of evaluating such qualities as integrity, honesty, level of aspiration, and similar attributes. Personality characteristics are also explored in lengthy and depth interviews designed for management selection. The managers of this country also recommended that a thorough interview programme should be designed to select managerial people and interviewers

should explore professional skill as well as personality characteristics needed for the job. Application Blank and Appraisal Form designed to improve selection and promotion procedures also included items on personality (Begum et al., 1981).

Since mid century, increasing use has been made of assessment centres, especially in the evaluation of managerial or administrative personnel. The procedure has been adopted by several large industrial organisations, such as AT and T, IBM, and Standard Oil, certain government agencies and by the armed services (Bray, Campbell, and Grant, 1974; Dunnette, 1971; Finkle, 1976; Finkle and Jones, 1970; Olmstead, Cleary, Lackey, and Salter, 1974). In the typical centres, a group of people to be assessed are brought together usually for 2 to 3 days. Multiple assessment techniques are utilized during these days, such as, interviewing, a variety of ability and personality tests, situational test, leaderless Group discussion etc. Various types of interpersonal skills and other personality variables are particularly investigated in these assessment centres.

Thus personality tests only do not measure personality factors, other selection devices too measure them. Why are they condemned as unethical by Whyte? Stark enquired if Whyte meant personality analysis rather than personality testing as unethical. Since personality is very important for managerial job it is quite likely that the more a candidate's personality is exposed in advance, the less is the probability of his

later job failure. Stark wondered if Whyte's ethics is defined in terms of protection of an individual's right to fail. Anyway, against those who adversely criticise personality testing it can be said that personality testing is going on for decades for selection of managerial personnel. Despite their limitations, personality tests can contribute importantly to the evaluation of executive-relevant characteristics. There is no doubt that more objective technique will improve selection procedure of managers but personality tests are also important. They are helpful in identifying those candidates who are likely to be successful in so far as personality aspect is concerned. At least they can be useful in eliminating those who probably would be failure because of lack of qualities required in executive leadership. Finally, personality tests are by no means the complete criterion upon which to base selection devices. But they are undoubtedly a valuable added contribution to the overall selection programme developed for managerial personnel.

From the foregoing discussion the need to develop a personality test for managerial personnel becomes evident. The need is further justified from the pioneer study stated above (Begum et al., 1981). The investigators in that study, in an attempt to improve managerial selection, developed a mental ability test -- verbal and numerical -- and used Gordon Personal Profile and Gordon Personal Inventory to measure personality traits. But the Gordon Tests could not measure all the traits required to be measured. The study revealed some

characteristics important for management job of this country. The Gordon Tests could not cover all of them. Besides, it was expected that any test used for people of this country should be consistent with this culture. " The transplantation of tests in to to from one country to another and particularly from developed countries to developing countries, has met with considerable difficulty. Research has demonstrated that American tests are not satisfactory measures in European cultures. The key difficulty appears to be relevancy and familiarity of test items in relation to the culture and education of the subjects. Parallel difficulties have been encountered in the attempt to use tests developed in Western countries for developing countries; especially pertinent were the studies conducted in Africa. Not only were the items unfamiliar, but the procedures of how to take a standardized test were unfamiliar as well " (Luhman, 1980).

Before concluding the section which rationalizes the need to develop a personality test for managers of this country, one more point should be focussed. As managers perform some common functions, some personality traits were thought to be common which might be helpful to perform, in general, managerial job. There are findings in support of this assumption. It was found that different categories of managers do not differ significantly in their opinion regarding the traits of a good manager (Begum et al., 1981). Porter (1961) compared different levels of management (bottom and middle)

in respect of 13 personality traits and found a very high correlation ($\rho = .97$) between the ranks (and mean scores) of the traits as selected by bottom management and middle management. This indicated that different levels of managers do not require different types of traits. In still another study done on managers of this country it was found that personality traits, as measured by the Gordon Personal Profile and Gordon Personal Inventory, of technical and non-technical managers do not differ significantly (Jahan and Dutta, 1980). The study also recommended exploration of traits necessary for management in this country.

Study Objectives

An overview of the previous discussion will throw sufficient light upon the objectives of the present study. It was mentioned earlier in this chapter that management in business and industry is considered as very important at present in Bangladesh. Though it is predominantly an agricultural country, industries sector plays an important role in the economy of Bangladesh. It provides essential consumer goods and key inputs for agriculture, and accounts for about 70 percent of foreign exchange earnings from export. Government is, therefore, constantly encouraging to build up industries, both at public and private sectors. That the managers play the key role in industries has been widely recognized. The Government machinery is constantly emphasizing upon the necessity of improving managerial efficiency. The present study, as stated

before, is an attempt in that direction. It aimed at improving management skill by helping to select 'right' persons for the job at the beginning. It has been observed that personality element is a significant contributing factor that goes into the making of an executive. The development of a personality test would, therefore, help to improve managerial selection. The literature mentioned above provides an appropriate rationale of the study. Moreover, a recent study conducted on managerial selection, particularly indicates to develop such a test which would be consistent with this culture. Finally, the traits found important for managers in Western countries may not be found critical in Bangladesh.

The preliminary aim of the present study was, therefore, to investigate the traits necessary for management, i.e., to find out those characteristics which would be helpful to do managerial job effectively. The main objective of the study was, however, to develop a personality test which would measure those traits. This test then could be used as a selection tool along with other tests and devices to improve selection procedures of managers in Bangladesh.

CHAPTER II

INVESTIGATING TRAITS IMPORTANT FOR MANAGERIAL JOBS

The preliminary objective of the present study was to investigate the traits important for managerial jobs. In other words, it was intended to find out the personality characteristics which would be helpful to performing managerial functions properly or efficiently. By personality characteristics the author did not mean those characteristics which can broadly be termed as 'intelligence'. Again, managerial activities, such as decision making capacity, organizing capacity etc. were not also taken into consideration. Only behavioural patterns of a person revealing his personality which are relevant to the job or considered important for doing the managerial job were taken into account in the present study.

Traits important for the job of a manager, especially in the context of Bangladesh, were obtained from some sources. As mentioned in the preceding chapter, a pioneer study along this line revealed some traits (Begum et al., 1981). The study was carried out on 'Examining and improving selection and promotion procedures for managers in the nationalized industries of Bangladesh'. The present author was one of the directing staff of that research. The researchers first analysed the managerial jobs thoroughly by a job analysis questionnaire and a critical incident questionnaire. A stratified random sample of 251 managers from 37 enterprises

throughout the country under Jute, Textile, Chemical, Steel and Engineering, and Sugar and Food Corporations served as respondents of that research. General Manager, Production Manager, Manager Technical, Manager Administration, Personnel/ Training Manager, Accounts Manager, Marketing and Store Managers were included in this group. The job analysis questionnaire covered information regarding tasks/duties or responsibilities of a manager, errors committed in the managerial job, recommendations regarding selection and promotion of managers, areas in which training required, frequency of hazards, social environment of managers, characteristics needed in managing people, aspects of job liked and disliked and checking of at least 10 characteristics out of 24 considered most important for a man to be a good manager. The critical incident questionnaire gathered information about critical aspects of managerial job, that is, the questionnaire asked the job incumbents to report events which led to outstanding success and failure in the job. On the basis of data collected through job analysis and critical incident questionnaire some traits were obtained. These traits were considered to be very important for managerial jobs. It was found that majority of managers considered intelligence (96.41%), honesty (91.24%), initiative (90.44%), responsibility (87.65%), punctuality (82.07%), hard work (73.70%), personal relations (70.92%), self-control (69.32%), risktaking (67.33%), emotional stability (64.14%) and sociability (63.35%) as important traits of a good manager. From

training data it was observed that the managers highly advocated human relations training. They also reported that they require knowledge about human behaviour in their training (about 100%). Analysis of results regarding their social environment, suggestions they gave about selection and promotion procedures, errors they committed as well as their responses to an open ended question regarding characteristics required in managing people revealed that intelligence, sociability, leadership, emotional stability, honesty or integrity and personal relations are important qualities. Finally, the critical incident data revealed that originality or creativity, initiative, quick decision making, honesty, tactfulness, foresightedness, risk-taking, personal relations, flexibility, reasoning, cautiousness and firm principle are required of a good manager.

The author of the present study also investigated the traits important for managers. For this, an opinion survey on supervisors was conducted and known successful managers of the country/expert in the field were interviewed by the author. Opinions of supervisors regarding their bosses i.e. managers were sought because subordinates are in a position to perceive their bosses closely and as such can throw light on what constitutes a good manager. Successful managers and experts in the field also can provide valuable information regarding efficient management.

An opinion survey on Supervisors.

Questionnaires were sent by the author to a large sample

of supervisors and foremen which asked to mention 10 characteristics most needed by their bosses, i.e. managers. The questionnaire is included in Appendix A. About 500 questionnaires were mailed to all supervisors of a representative sample of industries, both public and private, but percentage of return was very small (about 20%). Supervisors (N = 100) reported about 1000 traits. Traits relating to intelligence, such as ability to solve problems quickly, tactfulness, foresightedness etc. were not considered. Administrative capacity, coordinating capacity, capacity of planning and organising, higher education and specialized knowledge relating to job were recommended but these were not also considered. The remaining personality traits mentioned by them were grouped on the basis of similarity. 20 categories were formed which are as follows :-

1. Objectivity (impartiality, free from nepotism and favouratism, not to judge others from regional and political point of views).
2. Personal Relations (keeping close touch and good relations with subordinates, having faith and trust on them, good behaviour, amiable, cooperativeness, considerate, approachable).
3. Responsibility, dependability etc.
4. Honesty (integrity, morality, free from malpractice in terms of money and materials, man of character).
5. Patience, endurance etc.

6. Leadership (self-confidence, ability to influence and control others, capacity to motivate people, orator).
7. Hard work.
8. Strong principle (firmness, administratively strong).
9. Creativity, originality, inventive brain etc.
10. Courage (braveness, can take risks, can face problems boldly).
11. Emotional balance (not easily excited, calm and cool).
12. Initiative (energetic, active, motivating).
13. Loyalty to superiors.
14. Loyalty to the organisation (feeling of belongingness with the company, thinking company as one's own, to work selflessly for the company and not for personal interest).
15. Adaptability (flexibility, dynamism, not rigid, ability to change with time and circumstances).
16. Diplomacy.
17. Non-aggressiveness.
18. Punctuality.
19. Sincerity.
20. Sociability(ability to mix with others, not inclined to keep himself aloof from others, friendly).

Informal interviews held with known successful managers/
expert in the field.

The author, in connection with the research cited above

(Begum et al., 1981), came to know from the Research Advisory Committee of the study about some distinguished personalities, known to be successful managers and experts in the field. It was decided that these people would be contacted for the present study so that some valuable information could be obtained regarding successful management. The author met four such persons. Two of them were reputed general managers, one was a managing director of a well known private company and another was an academician who had significant contribution to the field in respect of publication, training and consultancy. The author had had long (2 - 4 hours) informal discussion with these persons separately in their respective offices/houses. They gave their valuable opinion regarding many aspects of management. To summarize : Education and experience both are important on the basis of which managers should be selected. Some specialized knowledge is helpful, for example, financial management, human relations knowledge and legal knowledge. Early identification of managerial talent is possible but one is to grow up as a manager or build an image through his performance. Personal characteristics are not the only key to successful management. As a matter of fact successful leadership depends upon many factors - organizational, socio-political system etc. but personal qualities are also important. A good manager must be a big public relations man, he must have honesty and integrity : tremendous amount of leadership quality

is very much needed. He should not bother about money and family. He must work whole heartedly and selflessly. This challenging mentality is important for the job. He must achieve success and recognition, a strong drive to advance and to accomplish is found among successful managers. A good manager is concerned for his people, he should give his subordinates scope for advancement. He should think his people as 'my men'. Managerial job is not a routine job. Creativity is quite important for business management. Cautiousness is an attribute which is important in the context of present day circumstances. Loyalty is also very important. Loyalty means a man of confidence, one who wants to go to the top position must be loyal to his boss, authority and organisation and in broad sense he should be loyal to the country and he should have love for the country which is particularly important for a new country like Bangladesh. One of them was of opinion that a manager needs to be a political person in the sense that he is to handle so many relationships. He must also have enough self confidence and self control. One should be social, according to another person. He stated that as a manager he used to mix with his people. But quite a different opinion was held by another person to whom some social relationships are not good for the Bangladeshi society. Being sociable means giving opportunity to the employees for exploitation. So, in job situation he used to maintain some social distance. Another person declared that enthusiasm and vigour are also required

for the job. He stated that as a manager he was always in speed and movement. Devotion and hard work are no less important. Firm character, i.e. strict principle is required to be maintained. One is not to yield to what he thinks immoral and harmful for the company. But too much rigidity does not bring good results. One distinguished person revealed that he could not adjust with the changed circumstances that came with independence, so he ultimately left the job and of course later on entered into a public life. The reason behind this critical incident perhaps lies in rigidity. Adaptability or flexibility to changes in terms of values, culture, politics, religion, and ethics is also related to efficiency. A sense of compromise, as revealed by another person, is needed in doing the job successfully. Finally, chief executive is required to take some risks.

A number of qualities, thus obtained and recommended for performing managerial job efficiently, was summarized and 18 personality characteristics were selected. Hard work, punctuality, sincerity and devotion etc. were not considered for they were not easy to measure, and qualities related to 'intelligence' were excluded as per previous decision. These 18 traits were leadership, Sociability, Objectivity, Responsibility, Honesty, Achievement, Initiative, Emotional Stability, Firmness/Sticking to principle, Cautiousness, Adaptability, Loyalty to the Boss/Organisation, Self-control, Originality or creativity, Personal Relations, Endurance,

Risk-taking and vigour. A questionnaire was then prepared in which these traits along with their definitions were listed and sent to the managers of representative sample of industries of both public and private sectors. The purpose was to see if managers of nationalized and private industries differ in respect of their opinion regarding the importance of these qualities. The questionnaires asked the respondents to rank the traits in respect of importance. The trait considered most important was to be ranked number 1, the next most important number 2 etc. They were also asked to add some more traits, if any, they think important for successful management. One such questionnaire is given in Appendix B. The questionnaires were mailed to the Head of the selected enterprises with the request to distribute the questionnaires among his colleagues/subordinate officers of managerial rank. Some of the questionnaires were also personally distributed by the author. Ninety-nine managers of nationalized sector and fifty-six managers of private sector responded to the questionnaires. The author got replies from the following nationalized industries; Adamjee Jute Mills, Kohinoor Group of Industries, Khulna Newsprint, Bangladesh Machine Tools Factory, Ashuganj Fertilizer Factory, Dhakeshwari Cotton Mills, Mowla Textile Mills Ltd., National Ceramics Industries Ltd., Dacca Vegetable Oils, Jaipurhat Sugar Mills, Chittagong Steel Mills, Karnaphuli Paper Mills Ltd., Bangladesh Insulator and Sanitary Ware Factory and Mohini Mills Ltd. The

Managers of the following private industries responded to the questionnaires : M/S. Lever Brothers, Fisons Bangladesh Ltd., Bangladesh Oxygen Ltd., Glaxo Bangladesh Ltd., Hoechst Pharmaceuticals Co. Ltd., KSB Pumps, Bangladesh Tobacco Company, Phillips Group of companies and Pfizer Laboratories Ltd. It should be mentioned that all managers of the selected enterprises were the samples of this study but all did not reply. There was even no reply from some of the industries. It was observed that replies came mostly from top executives.

There were too few responses to the question 'Add some more traits' and the suggested traits, if any, were overlapping the traits which had already been enlisted. For example, integrity was suggested by some respondents which in fact meant honesty. The author asked a group of managers to write what they mean by integrity. Their writings indicate that people of this country usually mean integrity for honesty. All these indicate that the list was exhaustive.

Table 2 compares managers of nationalized industries and private industries in respect of rank and mean scores.

TABLE 2

Mean Scores and Ranks for Traits by Managers of Nationalized and Private Industries.

Traits	Nationalized Industries N = 99		Private Industries N = 56	
	Mean Score	Rank	Mean Score	Rank
Leadership	3.66	1	3.95	1
Sociability	8.76	10	9.12	12
Objectivity	6.20	5	5.79	4
Responsibility	4.03	3	4.43	3
Honesty	5.49	4	6.14	5
Achievement	8.23	9	7.50	8
Initiative	3.81	2	3.97	2
Emotional Stability	8.10	8	7.77	9
Firmness/Sticking to principle	6.81	6	7.29	7
Cautiousness	10.69	16	10.77	16
Adaptability	9.45	12	8.14	10
Loyalty	9.67	13	10.54	15
Self Control	9.01	11	9.02	11
Originality	7.42	7	7.10	6
Personal Relations	9.94	15	9.50	13
Endurance	10.70	17	10.95	17
Risk taking	12.45	18	12.69	18
Vigour	9.84	14	10.43	14

Table 2 shows that there was a very high correlation ($Rho=.98$) between the ranks as well as means scores ($r =.97$) of the traits as selected by managers of public sector and those as selected by managers of private sector.

On the basis of this finding, the number of traits was reduced further. Cautiousness, Endurance, and Risk taking were consistently ranked 16, 17 and 18 by both public and private sector managers. It seemed that they were less critical for managerial job. Thus they were excluded. Self control could not be sharply differentiated from Emotional Stability as some of the respondents pointed it out and as such as a separate trait, self control was discarded. Vigour and initiative were also found to be overlapping according to some respondents and so only initiative was retained. The remaining thirteen traits were considered important for managerial jobs.

The most frequently employed approaches to the measurement of personality traits are self-report inventory and projective techniques. Both these techniques have their advantages and limitations but they claimed to have achieved essential psychometric requirements, such as reliability, validity etc. Self report inventory is reported to have satisfactory reliability (Buros, 1970; 1972) and meets other psychometric requirements, for example, objectivity in scoring, flexibility in administration, amenability to interpretation by mechanical methods etc. (Lanyon, 1974). The validity of self-report inventory is rather low as compared to projective technique but projective techniques have psychometric weaknesses in terms of reliability (Entwistle, 1972; Murstein, 1963; Sechrest, 1968; Weinstein, 1969), objectivity in scoring (Voigt and Dana, 1964) etc. They are also difficult to construct and time consuming.

Considering all these, self-report inventory technique was chosen in the present study to measure personality traits.

Statement of problem.

The problem for the present study was to develop a Multi-Trait Personality Inventory which would measure the following traits :-

Responsibility, Initiative, Firmness/Sticking to principle, Objectivity, Achievement, Sociability, Emotional Stability, Leadership, Loyalty to Boss/Organisation, Personal Relations, Originality and Adaptability.

The more specific purpose of the study was to see if the Inventory could be used as one of the selection devices for managerial personnel in Bangladesh.

CHAPTER III

METHODS OF STUDY

Thirteen traits were considered important for managerial jobs. An inventory was developed to measure these traits. The steps followed in developing the inventory were as follows :

Item Construction

Separate items were constructed for each of the traits of the inventory. People doing managerial jobs were consulted in constructing the items. A group of managerial level people who were participants of a training course at BMDC were asked to construct at least 10 items relating to their jobs under each trait. The traits were not defined by the author because it was apprehended that definitions would bias them. For example, when they were asked to write the items on responsibility, they stated these items in consistent with their own definition of responsibility. Besides, other personality tests containing similar traits were consulted in preparing the items. The author herself constructed a number of items, not related to the job, as all job relevant items might bias the respondents. These were mostly attitude type of items and were in line with this culture. The items were made in the form of statements. The statements were constructed in first person because in several testing situations, in connection with another study (Jahan and Dutta, 1980) the industrial employees, when interviewed, expressed to the author that they have difficulty with test items like Gordon Personal Profile and

Gordon Personal Inventory as they cannot identify themselves with those type of items. They told that they like statements which are clearly written in first or second person. The author, therefore, prepared the statements in simple and easy language so that they are clearly understood by all. Twenty to thirty statements, both positive and negative, were constructed under each trait. They were written in Bengali. The statements were then checked, rechecked and edited by the author and the supervisors of the author.

Face Validity of the items

After the completion of item construction, face validity of the items was obtained. It was intended to see if the items were measuring the respective traits. The trait-wise collection of statements prepared in a questionnaire form were presented to 25 judges. The judges were mostly University teachers of the Departments of Psychology, Management, Bengali and the Institute of Business Administration. Two top level managers were also included. The judges rated each item under each trait, defined at the top of the sheet, on a 5 point scale ranging from 'does not measure at all' to 'measures very well'. Three criteria were followed in retaining the items. It was arbitrarily decided that items rated on 4 and 5 ('measures to a great extent' and 'measures very well') by all judges would be retained first, Next the items which were rated 4 and 5 by 75% of judges were also retained. Thirdly, those items were retained on which there was a high degree of agreement.

The items on which the judges showed wide disagreement in their ratings were discarded. Obviously they were ambiguous items and carried different meanings to different judges. In table 3 examples of ambiguous and unambiguous items are shown.

TABLE 3

Examples of Ambiguous and Unambiguous Items on Ratings of Trait-related statements where Degree of Ambiguity is measured in terms of the Agreement among Ratings of Judges.

Item	Scale values					Total No. of judges.
	1	2	3	4	5	
I am annoyed if faced with obstacles in my work.	4	5	11	5		25
I can be fully relied upon for any job.			2	18	5	25

These two items were constructed to measure the scale of responsibility. The first one was discarded and the second one was retained.

Thereafter the first draft of the questionnaire was prepared.

Try-out of the Items

The first draft questionnaire was administered to a small group of mid and junior level managers (N = 15) who

were participants of a training course at BMDC. The respondents were asked to report their difficulties, if any, in connection with language and ideas of the statements. Their difficulties were carefully noted down. On the basis of their reports and open discussions with the author, some items were not found suitable. According to their suggestions, therefore, some statements were modified or re-written and some were discarded. It was especially suggested by the try-out group that some statements contain social desirability to such a great extent that they should be rejected. Statements relating to Honesty were of such nature. Accordingly some statements having the content of corruption of various nature were omitted. Honesty/Corruption is a sensitive issue and hence it is very difficult to get honest replies from respondents. So mainly attitude or belief type of items were retained under this trait. From the administration of the test it also became clear that the test - instructions were not adequate. There was no example of negative statement on instruction sheet which required clarification during the testing situation. So, the test instructions were further elaborated with negative example for better understanding of the subjects.

Description of the Inventory

The Multi-Trait Personality Inventory, as designed, followed a questionnaire method. The questionnaire consisted

of 235 statements measuring 13 traits. The scale of Responsibility was composed of 20 statements of which 9 were positive and 11 were negative. The scale of Initiative was composed of 15 statements out of which 9 were positive, and 6 were negative. The scale of Firmness/Sticking to principle was composed of 15 statements of which 9 were positive and 6 were negative. The Objectivity scale was also composed of 15 statements of which 5 were positive and 10 were negative. The scale of Achievement was made up of 17 items of which 11 were positive and 6 were negative. The Sociability scale was composed of 20 items of which 11 were positive and 9 were negative. The Emotional Stability scale was made up of 16 statements of which 5 were positive and 11 were negative. The leadership scale was composed of 21 statements of which 10 were positive and 11 were negative. The scale of loyalty to Boss/Organisation was made up of 17 items of which 7 were positive and 10 were negative. The Honesty scale was composed of 21 statements of which 5 were positive and 16 were negative. The Personal Relations scale was also composed of 21 statements of which 10 were positive and 11 were negative. The Originality scale was made up of 21 statements, of these 14 were positive and 7 were negative. Finally, the scale of Adaptability was composed of 16 statements of which 6 were positive and 10 were negative. The trait-wise items have been shown in Appendix C.

The statements of all traits were mixed up following a random table so that anybody taking the test cannot easily understand which statement was going to measure what trait. The subject was to decide to what an extent each statement was applicable to him/her. He/She was to respond by giving a tick mark on appropriate place of a 5-point scale ranging from 'not at all applicable' to 'very much applicable'.

Scoring the Scales

The simplest method of Scoring the scale was followed. Arbitrarily the values of 1 to 5 were assigned to responses (1 indicated 'not applicable at all' and 5 indicated 'very much applicable'). Not only weights were given arbitrarily but also it was assumed that the responses were of equal interval. That is, the distance between 'not applicable at all' and 'slightly applicable' equals one unit and therefore was of the same distance as that between 'slightly applicable' and 'applicable half of the time' which is also one unit. For positive statement 'not at all applicable' was given a weight of 1, 'slightly applicable', 2, 'applicable half of the time', a weight of 3, 'applicable to a large extent', a weight of 4, and 'very much applicable' a weight of 5. For negative statements, the scoring system was reversed, with 'not at all applicable' response being given the weight of 5, and 'very much applicable' response the

weight of 1. For each subject a total score was obtained in each scale by summing up his score for individual items belonging to that scale. The revised schedule along with the scoring key was thus ready to be used for item-analysis.

ITEM-ANALYSIS

Sample : Several groups of managers who came to attend different training courses for a relatively longer period of time at BMDC served as sample for item-analysis (N = 166). They were the participants of 'Foundation Course For Enterprise Training Managers', Diploma Course on 'Personnel Management' and 'Industrial Management', courses on 'Marketing Management,'and' Financial Management and Accounting'. Top, middle and junior level managers were included in this sample. Top manager in this study was defined to include general manager and head of an enterprise; middle manager to include deputy manager, mill manager and departmental head, and junior manager to include assistant manager and functional specialist not responsible for a unit but who had some management responsibilities. Excepting a few, all of them were mid and junior level managers. In short, they were above the level of foremen and supervisors. In 'Personnel Management' training course some fresh graduates from the University were also included. The industrial sample came from various enterprises under Jute, Textile, Chemical, Steel and Engineering, and Food and Sugar Industries Corporation. Included in this sample was also a group of managers

from some private industries, such as, Fisons, Squibb, Philips, Glaxo, etc. The managers were found to be from various departments, for example, production, accounts, administration, marketing, stores, personnel and engineering. They came from Dacca, Chittagong, Sylhet, Rajshahi, Khulna, Dinajpur, Bogra and Kushtia. The sample thus chosen appeared to be more or less representative.

Age of managers ranged from 25 to 49 years. The mean age was 36.24 years. Their general educational qualification ranged from SSC to Post Graduation level. 58.89 percent of the managers were, however, graduates (BA/B.Sc/B.Com/B.Sc. Engineering). Their experience ranged from 0 to 25 years. Mean experience was 10.06 years. About 90% of them were married. There was only one female student in 'Personnel Management' training course. It is important to note that female managers are almost non-existent in this country.

Test - Administration : The author made previous arrangements with the course coordinators of the respective trainee groups and accordingly a period of 2 hours in each case was assigned to her in the name of 'psychological test'. Thus the groups of trainees who would constitute the sample were prepared to take a psychological test. Still then before the administration of the questionnaire, a rapport was established with the subjects. The author was required to explain the purpose of the study and its possible applications in this country. The subjects were requested to help the

author by giving the frank and honest responses applicable to each individual person. Thereafter the questionnaires were distributed among the subjects and they were asked to fill up the blanks with their names and other information sought at the top of the questionnaire. After this the subjects were asked to read the instructions written on the front page of the questionnaire silently along with the author who read them aloud. It was enquired, after the reading of the instructions was over, if they had any difficulty to understand, particularly the examples given in the instructions. They were told that they would not be allowed to discuss anything after they start answering. There was no time limit but they were requested to answer as quickly as possible. They were also asked not to respond in a socially desirable way. When it was clear that the subjects had understood the instructions, they were asked to turn over the page and go ahead with their ratings. The subjects took 45 to 90 minutes to complete the questionnaire with an average of 60 minutes.

Scoring : Scoring was done according to the way described in 'scoring the scales'. Accordingly, each item was given a score of either 1,2,3,4 or 5 relevant to the endorsement of the subject concerned for the specific item. For each subject a total score was obtained under each trait by summing his score for the individual items belonging to that trait. Thus thirteen sets of scores for thirteen traits were obtained for each subject. These scores were then treated statistically for the selection of items.

Methods involved in selection of items : Items were selected in this study by means of discriminative power (DP) of the items (Goode and Hatt, 1952). The method separated the upper and the lower quartile in terms of scores for each trait. The Discriminative Power means the measurement of the ability of any item to separate the 'highs' from the 'lows'.

In calculating the DP of the scores, the total weights of items for each response were summed up and were placed in an order from the lowest to the highest score. The investigator then selected out those who were above Q_1 and those who were below Q_3 , i.e., the ranges above the upper quartile and below the lower quartile were compared. A computing technique was then followed for each item as shown in Table 4.

TABLE 4*

An Example of Item-analysis by DP technique

Group Number	Item No.22 Score	Weighted Total(score x number checking that score)	Weighted Mean (weighted total- number cases)	DP (High weighted Mean-Low weighted Mean)
High	9	0 1 2 3 3	35	3.89
Low	9	1 8 0 0 0	17	1.89

* Adapted from Murphy and Likert, Public opinion and the individual. New York : Harper's, 1938, P.289, Table 68.

The example shows an exceedingly high DP because in this case the upper and lower deciles (10 percent of the cases) were used, rather than the upper and lower quartiles. In the present study the quartiles were chosen. The DP's of 235 items were computed by the above technique and the results have been shown in chapter IV. It was arbitrarily decided that items having DP of 1.00 and above would be retained.

In addition, the internal consistency of the selected items, obtained by DP technique, was also tested by correlating each item score of a particular trait with its total score. It was thought that this would provide an additional support regarding selection of items. Tables 18 to 30 in chapter IV report these results.

Measures of Reliability

Reliability of the Multi-Trait Personality Inventory was estimated by two methods :-

- (i) Split half method, and
- (ii) Test - retest method.

Each subscale of the instrument was divided into two parts in respect of their odd-even order (Guilford, 1954) and the coefficients of correlations were calculated for these parts. The reliability was estimated by applying the Spearman -Brown Prophecy Formula (Garrett and Woodworth, 1961). Besides the original group, the split - half reliability was also estimated on another comparable group (N = 123). They were the managerial personnel who were attending training courses at BMDC and Rapport Bangladesh Limited.

For test - retest method the same group of subjects was again tested by the Inventory after a period of 3 months. The subjects available for re-testing were only 80. They were mainly the trainees of 'Personnel Management' course. The other training courses were, however, dropped by that time.

Test - retest reliability was also estimated on a sample of 77 University Students after an interval of 1 month. The post graduate students of the Departments of Psychology, Management and Institute of Business Administration, Dacca University comprised the sample. Of them 42 were boys and 35 were girls. Their age ranged between 22 and 26 years. The reason behind administering the test to the University students is obvious. The fresh graduates of the University are often the applicants for managerial post.

The reliability coefficients have been shown in Chapter IV.

Measures of Validity

The most important question about any psychological test concerns its validity, i.e., the extent to which the test actually measures what it purports to measure. The validity of a test may be investigated in many ways. In the APA test Standards (1974) three major types have been mentioned : content, criterion - related, and construct. These test validation procedures are concerned with determining correlation between performance on the test and other

independently observed behaviour characteristics under measurement (i.e. criterion).

Criterion - related validity is based on correlation between test scores and some index of criterion behaviour, such as job performance. This seems to be most appropriate procedure for validating tests for personnel selection. This type of validity as used in industrial settings has some problems of which criterion problem is most important. Industrial Psychologists have given much attention to what has come to be known as ' the criterion problem' (Ronan and Prien, 1966). Criterion measures employed in most personnel research leave much to be desired. Job success is a complex concept and it can^{be} assessed in many ways. Production record, quantity and quality of out put, waste through spoilage of materials, amount of sales, length of time, performance in training etc. provide useful criterion data. Regardless of how much objective information may be available it is always desirable to include ratings among criterion measures. If obtained under satisfactory conditions, ratings represent a particularly good source of criterion data (Anastasi, 1979).

Measuring managerial effectiveness is more difficult. This is, as stated before, because of very complex nature of the job. Different types of criteria are used to evaluate managerial effectiveness. Those who are contented to rely upon single overall criteria, general ratings are the most frequently used (Guion, 1965).

Ratings were included in the present study as criteria data. The most common rating form, the graphic rating scale, was used and particularly 6-point rating scale was preferred by the author to avoid middle judgement.

Test scores and self-ratings were correlated as one measure to see if the instrument is valid. The managers were not told about their test performance but were asked to rate themselves on a 6-point scale as to the extent of their possession of the thirteen traits. A self rating form is included in Appendix D. Self rating data of only 54 managers were available.

Two peer rating studies were also performed to see if the scales of the Inventory are valid. These studies were done on two independent samples. In one study, the MTPI was administered to a group of post graduate students (N =30) of the Department of Psychology, Dacca University, who were classmates for at least 4 years. Of these 8 were male and 22 were female. Using a peer rating method, every student rated every other student excluding himself/herself on a 6-point scale in respect of all thirteen traits, defined in a separate sheet and supplied to them. A rating form used for this purpose, is shown in Appendix E. The sheet containing 'Definitions of Traits' is given in Appendix F. Validities in the form of product moment correlations between test scores and average ratings were computed.

Another peer rating study was done on an industrial sample. The subjects were only 10 managers and assistant managers of a small industrial plant, namely KSB Pump. They knew each other as colleagues for some time. Every member rated every other member on a 6-point scale in respect of possession of those traits. The rating form used for this purpose is given in Appendix G. Test scores and average ratings were correlated.

Correlations with measures of success

Three studies were done in which test scores were correlated with measures of performance. Efficiency in performance was measured in terms of ratings by the supervisor. Subordinates' ratings were not considered. In an unpublished study done very recently in this country it was found that the ratings of supervisors and the ratings of subordinates were negatively correlated in so far as efficiency of personnel, e.g. managers, is concerned (Zaman, 1981). Perhaps subordinates in this culture cannot or do not objectively evaluate their bosses. Concurrent validity rather than predictive validity was estimated because of limitation of time and other practical difficulties. The studies were done on small samples for the same practical reasons, i.e., the test was administered to those who were available rather than administering the test to representative samples.

(i) The MTPI was administered to managers and

assistant managers of KSB Pump (N = 13). An evaluation of their performance was taken from the General Manager in terms of ratings. The General Manager rated his 'men' in respect of 'Overall efficiency' on a 6-point scale ranging from 'very unsatisfactory in job' to 'highly satisfactory'. The rating scale used for this purpose is shown in Appendix H. Test scores and ratings were correlated.

(ii) A group of mid and junior level managers of a nationalized industry under Chemical Industries Corporation, namely Kohinoor Group of Industries, took the Inventory (N = 19). They were all from the purchase Department and they were rated by their boss, Manager Purchase. The same 6-point scale was used to measure overall efficiency. The correlations were computed between test scores and ratings.

(iii) The Inventory was administered to a group of officers (N=18) of one Public Relations Department, Government of Bangladesh. Efficiency of officers was measured by their boss on the basis of their Service Record/Annual Confidential Report (ACR). A typical ACR form used in Government offices for gazetted officer is presented in Appendix I. Correlations between MTPI scores on all the scales and ratings on the basis of ACR were computed.

The validity co-efficients have been reported in Chapter IV.

CHAPTER IV

PRESENTATION AND ANALYSIS OF DATA

The aim of the present study was to develop a Multi-Trait Personality Inventory. It was expected that the test would be used for the selection of managerial personnel. For this, the analysis of data was made in different phases. The first phase of the analysis of data involved (i) selection of items for the inventory by Discriminative Power (DP), (ii) determination of internal consistency of each trait, and (iii) assessment of reliability and validity of the Inventory. In the second phase, the Inventory scores were correlated with measures of managerial performance. The means and standard deviations of each of the thirteen scales and intercorrelations of the traits were also obtained.

Selection of Items

Discriminability of items was the main criterion in the selection of items of the Inventory. The discriminating ability was tested by a statistical procedure called DP technique. 235 items were analysed in respect of DP. 166 managers served as subjects for item-analysis*. The items having DP value of 1.00 and above were retained for inclusion in the Inventory. Traitwise item analysis is shown in tables 5 to 17.

* The scores of 164 subjects were subjected to statistical analysis. Scores of 2 subjects had to be discarded to get at the quartiles of the scores. Scores of 2 subjects were discarded by the random technique.

TABLE 5

DP Value of Each Item of Responsibility Scale

Sl.No*	DP
1	1.20
2	1.08
3	0.20
4	1.36
5	0.24
6	1.00
7	1.00
8	1.00
9	0.80
10	1.48
11	1.12
12	0.68
13	0.52
14	1.20
15	0.80
16	0.88
17	1.00
18	0.64
19	1.00
20	0.40

* According to Appendix C.

TABLE 6

DP Value of Each Item of Initiative Scale

Sl. No.	DP
1	1.48
2	0.46
3	1.08
4	1.00
5	1.36
6	1.00
7	0.98
8	1.20
9	1.16
10	1.16
11	1.16
12	1.12
13	0.36
14	1.00
15	1.00

TABLE 7

DP Value of Each Item of Firmness/Sticking to Principle Scale

Sl. No.	DP
1	1.28
2	1.20
3	1.00
4	1.96
5	0.48
6	1.88
7	0.68
8	0.46
9	1.08
10	1.08
11	1.00
12	1.16
13	1.00
14	1.04
15	0.20

TABLE 8

DP Value of Each Item of Objectivity Scale

Sl.No.	DP
1	1.48
2	1.00
3	2.00
4	1.08
5	1.44
6	1.00
7	0.40
8	1.12
9	0.40
10	0.60
11	2.16
12	0.40
13	1.32
14	1.20
15	1.04

TABLE 9

DP Value of Each Item of Achievement Scale

Sl. No.	DP
1	1.04
2	0.88
3	1.00
4	1.64
5	1.00
6	1.12
7	1.44
8	0.64
9	0.92
10	0.64
11	1.00
12	1.12
13	1.46*
14	1.28
15	1.40
16	1.12**
17	0.40

* This item has not been selected in spite of its high DP value because of its similarity with item No. 4 which has been included.

** This item has not been retained in spite of its fulfilment of criterion because the test may be administered to personnel who are already in the Private Firm.

TABLE 10

DP Value of Each Item of Sociability Scale

Sl. No.	DP
1	2.24*
2	1.00
3	1.08
4	1.32
5	1.76
6	1.52
7	0.48
8	1.76
9	0.44
10	1.48
11	1.88
12	2.04
13	0.36
14	0.90
15	1.92
16	1.00
17	0.36
18	0.96
19	1.68
20	1.64

* This item has not been selected in spite of its high DP value because people have been found to become members of some organisations because of position/status.

TABLE 11

DP Value of Each Item of Emotional Stability Scale

Sl.No.	DP
1	1.00
2	0.96
3	1.80
4	0.28
5	1.28
6	1.12
7	1.64
8	0.98
9	1.00
10	1.36
11	1.00
12	1.20
13	1.20
14	0.36
15	1.44
16	1.88

TABLE 12

DP Value of Each Item of Leadership Scale

Sl. No.	DP
1	1.56
2	0.20
3	0.92
4	1.52
5	1.08
6	1.20
7	0.96
8	1.40*
9	1.28
10	1.00
11	1.56
12	0.40
13	0.50
14	1.00
15	0.64
16	1.28
17	1.00
18	1.80
19	0.96
20	0.36
21	1.28

* This item is not selected in spite of its high DP because people have been found to act as leaders of some groups because of Position/Status.

TABLE 13

DP Value of Each Item of Loyalty to Boss/Organisation Scale*

Sl. No.	DP
1	1.12
2	1.20
3	0.48
4	0.46
5	0.64
6	1.00
7	0.88
8	0.40
9	1.00
10	1.28
11	0.48
12	1.00
13	0.36
14	1.20
15	1.32
16	1.40
17	1.02

* It has been observed that items relating to loyalty to the Organisation have been dropped. Therefore, the trait was renamed as 'Loyalty' which measured loyalty to the Boss only.

TABLE 14

DP Value of Each Item of Honesty Scale

Sl. No.	DP
1	0.96
2	1.60
3	0.90
4	1.48
5	1.00
6	1.28
7	1.32
8	0.26
9	0.30
10	1.00
11	1.56
12	1.20
13	1.08
14	0.48
15	1.40
16	1.36
17	0.46
18	0.48
19	0.40
20	1.20
21	0.48

TABLE 15

DP Value of Each Item of Personal Relations Scale

Sl. No.	DP
1	1.12
2	1.84
3	0.60
4	1.04
5	1.00
6	1.12
7	1.00
8	1.00
9	1.08
10	1.40
11	0.98
12	0.76
13	0.64
14	0.36
15	1.00
16	0.26
17	0.46
18	1.00
19	1.00
20	1.08
21	1.00

TABLE 16

DP Value of Each Item of Originality Scale

Sl. No.	DP
1	1.00
2	1.00
3	0.76
4	0.90
5	0.50
6	0.48
7	1.68
8	0.50
9	0.98
10	1.32
11	1.40
12	1.16
13	1.20
14	0.44
15	0.80
16	0.88
17	1.12
18	1.00
19	1.28
20	0.48
21	0.36

TABLE 17

DP Value of Each Item of Adaptability Scale

Sl.No.	DP
1	1.00
2	1.00
3	1.40
4	0.44
5	1.20
6	0.48
7	1.02
8	0.40
9	1.32
10	1.00
11	1.08
12	1.00
13	1.08
14	1.00
15	1.04
16	0.88

On the basis of DP, 150 items out of 235 items were selected as valid items in this Inventory. These items were then tested for internal consistency to provide an additional measure for the selection of items.

Determining internal consistency

The internal consistency of the items found valid by DP technique was obtained by correlating each item score with the total score of the trait concerned. This was obtained by the use of a computer programme. Results of this analysis according to traits are shown in tables 18 to 30.

TABLE 18

Pearson Product Moment Correlations between Each Item and Total of Responsibility Scale (N = 166)

Item No*	r
20	0.5771**
30	0.4641**
33	0.5153**
38	0.4206**
57	0.5330**
76	0.4517**
87	0.5431**
108	0.4671**
171	0.5442**
178	0.7503**
183	0.2897**

*According to Final Schedule or Appendix - K.

** $\angle .001$

TABLE 19

Pearson Product Moment Correlations between Each Item
and Total of Initiative Scale (N = 166)

Item No.	r
12	0.4657**
21	0.5745**
24	0.4767**
95	0.6025**
98	0.5903**
134	0.6101**
142	0.6070**
144	0.6058**
150	0.4475**
155	0.4523**
166	0.6120**
180	0.5082**

**P <.001

TABLE 20

Pearson Product Moment Correlations between Each Item and
Total of Firmness/Sticking to principle Scale (N = 166)

Item No.	r
31	0.5833**
56	0.4187**
85	0.5251**
97	0.5898**
105	0.5661**
114	0.5128**
121	0.5084**
139	0.5470**
143	0.5338**
148	0.4425**
167	0.5627**

**P < .001

TABLE 21

Pearson Product Moment Correlations between Each Item
and Total of Objectivity Scale (N = 166)

Item No.	r
05	0.5075**
11	0.4012**
63	0.4298**
84	0.3268**
86	0.2276**
92	0.4460**
101	0.3282**
133	0.3390**
147	0.4017**
168	0.4230**
174	0.3905**

*P \angle .01

**P \angle .001

TABLE 22

Pearson Product Moment Correlations between Each Item
and Total of Achievement Scale (N = 166)

Item No.	r
37	0.4762**
43	0.3629**
46	0.4319**
50	0.3777**
69	0.5684**
81	0.6134**
159	0.4617**
175	0.4238**
187	0.4168**
190	0.4190**

**P <.001

TABLE 23

Pearson Product Moment Correlations between Each Item and
Total of Sociability Scale (N = 166)

Item No.	r
01	0.2093*
44	0.4596**
59	0.4256**
60	0.5228**
62	0.5261**
80	0.5392**
94	0.1713#
102	0.3577**
125	0.6174**
164	0.5176**
165	0.4684**
172	0.6053**
188	0.4911**

#P \angle .05

*P \angle .01

**P \angle .001

TABLE 24 :-

Pearson Product Moment Correlations between Each Item and
Total of Emotional Stability Scale (N = 166)

Item No.	r
07	0.5904**
09	0.6075**
10	0.3908**
19	0.5066**
35	0.6430**
67	0.7165**
71	0.6500**
72	0.6559**
120	0.4743**
122	0.5810**
138	0.5571**
152	0.7551**

**P < .001

TABLE 25

Pearson Product Moment Correlations between Each Item and
Total of Leadership Scale (N = 166)

Item No.	r
02	0.4506**
25	0.4767**
34	0.5670**
42	0.6292**
48	0.1715#
49	0.4783**
52	0.2922**
88	0.4226**
113	0.5576**
136	0.5575**
149	0.4051**
153	0.5840**

#P $\angle .05$

**P $\angle .001$

TABLE 26

Pearson Product Moment Correlations between Each Item and
Total of Loyalty Scale (N = 166)

Item No.	r
13	0.4746**
29	0.4005**
32	0.5738**
41	0.3473**
54	0.6125**
66	0.4946**
158	0.6024**
161	0.5926**
177	0.5898**
184	0.3246**

**P < .001

TABLE 27

Pearson Product Moment Correlations between Each Item and
Honesty Scale (N = 166)

Item No.	r
29	0.5746**
53	0.3680**
61	0.4696**
99	0.5628**
109	0.5779**
116	0.5479**
129	0.5550**
140	0.2515*
145	0.4838**
156	0.6198**
173	0.3817**
182	0.6302**

*P \angle .01

**P \angle .001

TABLE 28

Pearson Product Moment Correlations between Each Item and
Total of Personal Relations Scale (N = 166)

Item No.	r
08	0.3674**
23	0.2675**
36	0.4066**
39	0.3615**
47	0.2330**
55	0.4275**
77	0.4887**
107	0.4594**
110	0.4481**
118	0.4039**
162	0.4360**
179	0.2519*
181	0.3964**
186	0.2988**

*P \angle .01

**P \angle .001

TABLE 29

Pearson Product Moment Correlations between Each Item and
Total of Originality Scale (N = 166)

Item No.	r
03	0.3320**
17	0.3960**
119	0.5820**
130	0.5066**
137	0.6518**
154	0.6411**
157	0.6566**
160	0.6124**
163	0.5833**
185	0.7893**

**P \angle .001

TABLE 30

Pearson Product Moment Correlations between Each Item and Total of Adaptability Scale (N = 166)

Item No.	r
22	0.4551**
26	0.4417**
27	0.2447*
40	0.2984**
45	0.4465**
70	0.2757**
78	0.3369**
83	0.3502**
127	0.3922**
132	0.5101**
151	0.4116**
176	0.2435*

*P \angle .01**P \angle .001

The results reported in tables from 18 to 30 show that the items selected by DP are internally consistent. This gave additional support for the selection of items.

Only 150 items were found as valid to measure 13 personality traits. The author therefore decided to keep some other items in the final schedule to increase the 'test atmosphere' as is found in Humm-wadsworth Temperament Scale (Meltzer, 1970). So the items reaching DP of 0.50 and 1.00 were retained and mixed up with valid items randomly. The final schedule was

composed of 190 items of which only 150 were treated as valid items and the remaining 40 items were considered as filler items. Appendix J shows traitwise number of items taken for item-analysis, number of items omitted after item-analysis and number of selected items. The Final Multi-Trait Personality Inventory(MTPI) is given in Appendix K. The English rendering of the MTPI is given in Appendix L. A scoring sheet is also provided in Appendix M. On the basis of the items found valid the thirteen Personality traits have been defined in the following way :-

1. Responsibility - One who is thorough and meticulous in work, considered reliable or dependable by superiors and others, who sticks to the job assigned to him till it is accomplished despite interference or threat, keeps a time schedule and does not avoid work.
2. Initiative - One who is enterprising, enthusiastic and does not lag behind in the face of odds, who is encouraged in new venture, keeps patience to the end and failure does not dampen his spirits.
3. Firmness/sticking to principle - One who is determined and administratively strict, sticks to principles, rules and regulations, does not compromise for popularity or yield to requests and pressure but remains firm in words and deeds.

4. Objectivity - One who takes a realistic view of things, maintains impartiality without being biased by friends, regional feelings and political views, judges everything open-mindedly and on merit basis.
5. Achievement - One who is competitive and ambitious, has strong determination to succeed, supersedes others and reach the target, wants recognition and accomplishes distinctive feats.
6. Sociability - One who likes to mix and work with other people, can make friends easily, takes part in social activities and functions, not shy and seclusive, and has many friends.
7. Emotional Stability - One who does not get easily emotional, has patience in trouble some jobs, can work under great pressure and control himself in case of frustration and bitter criticism, not inclined to become nervous or excited, does not work on the spur of the moment.
8. Leadership - One who is an eloquent participant and takes active role in the group, is assertive and confident of facing any situation, can inspire or motivate people to work, can formulate plans and arrive at important decisions, whose presence brings relief at critical junctures.
9. Loyalty - One who can get along with his boss and is obedient to him despite holding difference of opinion, does not have tendency to underestimate or disoblige his boss, cannot go against authority.

10. Honesty - One who does not derive undue pucuniary benefits misusing official position, does not take bribe in any form, does not justify unfair means, has favourable attitude towards honesty.
11. Personal Rel tions - One who has great faith and trust in people and holds good opinion about them, does not have tendency to get into temper, has ability to accept criticisms and listen to others holding contrary views patiently, and is considerabe and approachable.
12. Originality - One who has original ideas and thinking and an inquisitive mind, does not like simple, repetitive or traditional tasks but tasks requiring intelligence, inclined to do experiments and invent new devices or techniques for more production and more work.
13. Adaptability - One who is flexible and not rigid in ideas, can adapt to the prevailing trends, can compromise with adverse situation or changing circumstances, can gracefully admit defeat and does not lament over generation gap or change of social values.

Reliability

As indicated in chapter III, the reliability of the instrument was obtained by two methods :-

1. Split half method and
2. Test - retest method.

The split half reliabilities corrected by the Spearman - Brown prophecy formula for each of the thirteen scales (N = 166) have been presented in table - 31.

TABLE 31

Reliability Co-efficients of the Thirteen Scales of MTPI (N = 166).

Traits	Reliability
Responsibility	0.71
Initiative	0.75
Firmness/Sticking to principle	0.45
Objectivity	0.82
Achievement	0.94
Sociability	0.97
Emotional stability	0.70
Leadership	0.75
Loyalty	0.64
Honesty	0.67
Personal Relations	0.97
Originality	0.65
Adaptability	0.88

The reliability of the instrument was also tested on a sample of 123 managerial personnel. Split - half reliabilities, corrected by Spearman Brown Prophecy formula, for each of the thirteen scales of the MTPI are shown in table 32.

TABLE 32

Reliability Co-efficients of the Thirteen Scales of MTPI (N = 123)

Traits	Reliability, Co-efficients
Responsibility	0.91
Initiative	0.70
Firmness/Sticking to principle	0.46
Objectivity	0.71
Achievement	0.82
Sociability	0.83
Emotional stability	0.90
Leadership	0.96
Loyalty	0.86
Honesty	0.89
Personal Relations	0.75
Originality	0.55
Adaptability	0.94

For test- retest method the managers again were tested by the MTPI after 3 months interval. But the managers available for this testing were only 80 as some training courses were dropped by that time. The results are shown in table 33.

TABLE 33

Test - Retest Reliability Co-efficient for the Scales of MTPI (N = 80)

Traits	Reliability Co-efficients
Responsibility	0.73
Initiative	0.77
Firmness/Sticking to principle	0.75
Objectivity	0.55
Achievement	0.81
Sociability	0.73
Emotional stability	0.77
Leadership	0.79
Loyalty	0.77
Honesty	0.75
Personal Relations	0.79
Originality	0.81
Adaptability	0.66

The test - retest reliability was also estimated on a sample of 77 University Students after an interval of 1 month. The reliabilities of each of the thirteen scales by the test - retest method are shown in table-34.

TABLE 34

Test - Retest Reliability Co-efficients for the scales of MTPI (N = 77)

Traits	Reliability Co-efficient
Responsibility	0.90
Initiative	0.83
Firmness/Sticking to principle	0.77
Objectivity	0.82
Achievement	0.88
Sociability	0.97
Emotional Stability	0.97
Leadership	0.90
Loyalty	0.79
Honesty	0.81
Personal Relations	0.80
Originality	0.87
Adaptability	0.85

The reliability co-efficients obtained by split half method and test-retest method on original as well as independent samples were significant beyond .01 level. The results, therefore, indicate that the Inventory is reliable.

Validity

As described in chapter III, three correlational studies were performed to assess if the instrument was valid.

Test - Scores and self rating of managers (Original sample) were correlated in the first study. Self ratings of only 54 managers were available. Each manager rated himself on a 6 point scale as to the extent of possession of these traits seperately. The correlations between test - scores and self-ratings are shown in table 35.

TABLE 35

Pearson Product Moment Correlations between self ratings and Scores of the Scales of MTPI (N = 54)

Traits	r
Responsibility	0.82**
Initiative	0.52**
Firmness/Sticking to principle	0.59**
Objectivity	0.33*
Achievement	0.57**
Sociability	0.82**
Emotional Stability	0.61**
Leadership	0.72**
Loyalty	0.42**
Honesty	0.51**
Personal Relations	0.49**
Originality	0.64**
Adaptability	0.32*

*P <.02

**P <.01

Validity was also tested on some other samples.

Test Scores and Peer ratings were correlated in one study. The MTPI was administered to a group of University students (N = 30). They were post graduate students of the Department of Psychology known to each other for at least 4 years. Every student rated every other student on a 6-point scale in respect of the thirteen traits. The correlations between test scores and average ratings are shown in table 36.

TABLE 36

Pearson Product Moment Correlations between Peer - ratings and Scores of the Scales of MPPI (N = 30)

Traits	r
Responsibility	0.62**
Initiative	0.42*
Firmness/Sticking to principle	0.33
Objectivity	0.28
Achievement	0.45*
Sociability	0.54**
Emotional Stability	0.48**
Leadership	0.36*
Loyalty	0.48**
Honesty	0.42*
Personal Relations	0.41*
Originality	0.42*
Adaptability	0.37*

*P <.05

**P<.01

Another peer rating study was done on an industrial sample. Managers and assistant managers (N = 10) of a small industrial plant, KSB Pump, took the test. They also rated each other on a 6-point scale in respect of all the thirteen scales of the MTPI. The average ratings and the test scores were correlated. Results are shown in table 37.

TABLE 37
Pearson Product Moment Correlations between Peer ratings and Scores of the Scales of MTPI (N = 10)

Traits	r
Responsibility	0.76*
Initiative	0.68*
Firmness/Sticking to principle	0.35
Objectivity	0.42
Achievement	0.34
Sociability	0.71*
Emotional Stability	0.51
Leadership	0.25
Loyalty	0.45
Honesty	0.74*
Personal Relations	0.46
Originality	0.45
Adaptability	0.61*

*P < .05

Tables 36 and 37 show that all the correlations are positive. In table 36 with the exception of two, all the correlations are significant. Consideration of the results

reported in tables 35,36 and 37 lent support to the contention of the validity of the scales.

Correlations with measures of Success

It was important to see in the present study if the Inventory was capable of making a contribution in the prediction of performance criterion. In other words, whether it would be used as a selection tool for managerial personnel. Concurrent validity was estimated for this purpose.

Three studies were done in which test scores were correlated with measures of success.

In one study, the MTPI was administered to a small group of managerial personnel (N = 13) in KSB Pump. Efficiency in performance was measured by the General Manager in terms of rating.. The General Manager rated his 'men' on a 6-point scale in respect of 'overall efficiency' ranging from ' very unsatisfactory in job' to 'highly satisfactory'. Test Scores and performance ratings were correlated which are shown in table 38. .

TABLE 38

Pearson Product Moment Correlations between MTPI
Scores and Ratings of Supervisor (N = 13).

Traits	r
Responsibility	0.74**
Initiative	0.54
Firmness/Sticking to principle	0.42
Objectivity	0.30
Achievement	0.39
Sociability	- 0.05
Emotional Stability	0.59*
Leadership	0.30
Loyalty	0.51
Honesty	0.53
Personal Relations	- 0.23
Originality	0.56*
Adaptability	0.25

*P \angle .05

**P \angle .01

Another study was done on a group of mid and junior level managers (N = 19) of the Purchase Department of Kohinoor Group of Industries. They were rated by their boss, Manager Purchase, on a 6-point scale in respect of overall efficiency. Correlations between the test scores and Manager's ratings are shown in table - 39.

TABLE 39

Pearson Product Moment Correlations between MTPI Scores and Ratings of Supervisor (N = 19)

Traits	r
Responsibility	0.49*
Initiative	0.32
Firmness/Sticking to principle	0.26
Objectivity	0.32
Achievement	0.36
Sociability	0.10
Emotional Stability	0.25
Leadership	0.33
Loyalty	0.28
Honesty	0.16
Personal Relations	0.06
Originality	0.57**
Adaptability	0.14

* P \angle .05** P \angle .01

In another validation study a group of officers (N = 18) of one Public Relations Department, Government of Bangladesh, took the Inventory. Efficiency was measured by their superior boss on the basis of Service Record/Annual Confidential Report(ACR). Correlations between test Scores and ratings on the basis of ACR are shown in table 40

Table 40

Pearson Product Moment Correlations between MTPI scores and Ratings of Supervisor (N = 18)

Traits	r
Responsibility	0.60**
Initiative	0.42
Firmness/Sticking to principle	0.52*
Objectivity	0.41
Achievement	0.04
Sociability	- 0.13
Emotional stability	0.38
Leadership	0.33
Loyalty	0.50*
Honesty	0.44
Personal Relations	0.37
Originality	0.35
Adaptability	0.31

* P \angle .05

** P \angle .01

The above findings indicate that the Inventory scales have some predictive value but the validity of the Inventory

for predicting performance criteria should be established in the situation in which it is to be used.

Means and Standard Deviations of the Scales of the MTPI

Means and Standard deviations of the scores obtained by 166 managerial personnel in each scale of the Inventory were obtained by a computer analysis and are reported in table 41.

TABLE 41

Means and Standard Deviations of the Scales of MTPI
(N = 166)

Traits	Mean	SD
Responsibility	42.13	6.20
Initiative	46.85	6.80
Firmness/Sticking to principle	41.96	6.58
Objectivity	38.21	5.54
Achievement	33.60	5.66
Sociability	42.66	7.10
Emotional stability	43.90	8.43
Leadership	40.15	6.74
Loyalty	35.80	6.27
Honesty	46.65	7.27
Personal Relations	49.43	5.98
Originality	32.54	6.84
Adaptability	40.84	5.36

Inter Correlations of all the scales of MTPI.

The inter correlations of the scores of all the thirteen traits for 166 managerial personnel were obtained by a computer analysis. The correlations - matrix is shown in table 42.

It shows that some traits are independent of each other (as shown by the low or negative correlations) and some traits are substantially correlated. These traits seem to be overlapping. They do not measure significantly different aspects of personality.

TABLE 42
Inter-correlations of the Thirteen Traits of Personality

	Res.	Ini.	Fir.	Ada.	Ach.	Soc.	Emo.	Lea.	Loy.	Hon.	Per.	Ori.	Obj.
Res.		.672	.636	.368	.287	.207	.493	.435	.375	.447	.362	.346	.453
Ini.			.563	.407	.369	.388	.524	.582	.178	.398	.443	.512	.291
Fir.				.156	.190	.044	.503	.306	.271	.621	.302	.223	.559
Ada.					.190	.411	.465	.394	.248	.201	.457	.205	.126
Ach.						.379	.212	.451	-.130	.046	.076	.519	.101
Soc.							.103	.460	-.077	-.023	.248	.382	-.152
Emo.								.398	.178	.414	.497	.215	.438
Lea.									-.054	.300	.410	.565	.066
Loy.										.258	.195	.173	.235
Hon.											.406	.007	.516
Per.												.171	.134
Ori.													.051
Obj.													

CHAPTER V

DISCUSSION

The main objective of the present study was to develop a Multi-Trait Personality Inventory which was expected to be used as a selection tool for managerial personnel in Bangladesh. Thirteen personality traits were found important for management jobs. A self-report inventory was developed in this study to measure these traits.

The steps followed in test development were item-construction, determining face validity of the items, pretesting the items, scoring the scales, item-analysis etc. The sample for item-analysis consisted of 166 managerial personnel. The items were selected by the Discriminative Power (DP) of the items (Goode and Hatt, 1952). The DP of 1.00 and above was chosen as criterion for selecting items. Following this, 150 items out of 235 items were retained which were considered as valid items. In addition, internal consistency of these items was tested to provide an additional support for the final selection of items. For this, each item score was correlated with the total score of the scale. For Responsibility scale the correlation ranged from .2897 to .7503; for Initiative scale it ranged from .4475 to .6120; for Firmness/Sticking to principle scale it ranged from .4187 to .5898; for Objectivity scale it ranged from .2276 to .5075; for Achievement scale it ranged from .3629 to .6134; for Sociability scale it ranged from .1713 to .6174; for Emotional stability scale

it ranged from .3908 to .7551; for Leadership scale it ranged from .1715 to .6292; for Loyalty scale it ranged from .3246 to .6125; for Honesty scale it ranged from .2515 to .6302; for Personal Relations scale it ranged from .2330 to .4887; for Originality scale it ranged from .3320 to .7893; and for Adaptability scale the internal consistency ranged from .2435 to .5101. The correlations were all positive and majority of them were highly significant ($P < .001$).

Thus the items of the present study were selected by DP technique and the items, thus selected, were again tested for internal consistency. The results report homogeneity of items under each trait. This provided an additional support for the selection of items.

The reliability of the Inventory was estimated by two methods. Split half reliability, corrected by Spearman-Brown Prophecy Formula, ranged from .45 to .97 (N = 166); Split half reliability was also estimated on another sample of 123 managerial personnel. The reliability co-efficients ranged from .46 to .96. The reason behind this wide range is not far to seek. The items were presented randomly. Had the items been arranged in order of DP values in each trait, this would have been minimized.

Test-retest reliability co-efficients after an interval of 3 months on original sample ranged from .55 to .81 (N = 80). The test retest reliability was also estimated on another sample. University students (N = 77) were re-tested

after a month. The reliability co-efficients for 13 traits ranged from .77 to .97. These results indicate that the instrument is reliable.

Validity of the Inventory was estimated by self ratings and peer ratings. Correlations between test scores and self ratings of the original sample (N = 54) ranged from .32 to .82. The correlations were positive and significant. The validity was also estimated on other samples. Test scores and peer ratings of a group of University students (N = 30) ranged from .28 to .62. Except the Firmness/sticking to principle scale and objectivity scale, validity co-efficients for other scales were significant. Another peer rating study was done on an industrial sample (N = 10). In this study validity co-efficient ranged from .25 to .76. They were positive but all of them were not statistically significant. Five scales were found to be valid (Responsibility, .76; Initiative, .68; Sociability, .71; Honesty, .74; Adaptability, .61). These results indicate that the scales have direction towards validity.

Three studies were done on small groups of employees of managerial level in different industries/office to see if the Inventory has predictive value i.e. if the scales of MTPI are correlated with job performance. Efficiency in job performance was measured by supervisor's ratings. In one study (N = 13) done in a small private plant, KSB Pump, correlations between test scores and ratings of the supervisor ranged from .25 to .74, but the rating was negatively correlated with two scales of the Inventory :

Sociability (- .05) and Personal Relations (- .23). This means that those who had high scores on these two traits were rated as poor by their supervisor. Although correlations were not statistically significant, this finding indicates that being sociable in a job environment has some disadvantages, as one reputed manager revealed (mentioned in chapter II) that he used to maintain a social distance from his employees. If he kept good personal relations with them, they would have exploited him. This finding is in line with one study done in this country(Begum and Anwar, 1977). The study examined the effects of two dimensions of supervisory leadership -- structure initiation and consideration, on group productivity in Adamjee Jute Mills of Bangladesh. In that study structure appeared to be a dominant dimension in leadership effectiveness. This was evident from the fact that production was higher in groups having high structure leaders regardless of their degree of considerations. Whether the same result would be obtained in other organisations too, this is to be investigated. However, in this study 3 scales were found valid (Responsibility .74; Emotional Stability .59; Originality .56).

In another study (N = 19) done in the Purchase Department of Kohinoor Group of Industries, a nationalized industry under Chemical Industries Corporation, the validity co-efficients ranged from .06 to .57. Two scales were found valid in this study (Responsibility, .49; Originality, .57).

In still another study done in one Public Relations Department, Government of Bangladesh, the validity co-efficients ranged from .04 to .60 but the rating was negatively correlated with sociability scale ($-.13$). Three scales were found valid (Responsibility, .60; Firmness/sticking to principle, .52; Loyalty, .50).

Self rating and peer ratings have been used in the present study for obtaining validity of the scales. All the thirteen traits have been found valid where self-ratings were used as criterion measures. In peer rating studies too, positive correlations were obtained, though all the scales were not statistically significant. Very small size of the sample might be responsible for this. Besides this, ratings are subjective procedures which might be affected by many factors. First, all do not evaluate on an equal standard. Secondly, objective evaluation by peers (classmates) can not be expected as they may be affected by such variables as friendship, academic quality etc. If peer rating is used in a work organisation, there is more problem. There may be a jealousy among the colleagues especially if some of them are striving for a promotion. In that case judging colleagues in respect of some qualities cannot be impartial.

Validity of the Inventory could be obtained by some other procedure. For example, the Inventory could be validated against such personality tests, as Gordon Personal Profile and Gordon Personal Inventory, Guilford-Zimmerman Temperament Survey, etc. Since these tests measure similar personality

traits, it is expected that correlation between MTPI and these tests would be positive and significant. The Inventory scales could also be correlated with measures of intelligence and aptitudes to see if correlations are low/negative. Validity studies in the above mentioned lines are, therefore, suggested.

Validities, in general, were low. The problems lie in the criteria employed to measure managerial performance. It is extremely difficult to say what makes a man successful in management job. It is consequently difficult to choose success criteria. The most typical index is supervisory ratings which have been used in the present study. One difficulty with this approach is that what the boss sees is not necessarily what goes on in the work group. Another problem is that supervisors may focus on how closely the ratee fits his ideal of what a manager should be rather than on whether or not the desirable result is obtained. A manager's supervisor is after all a manager who might think himself an expert in the art of managing. More than likely he will rate a person high who manages as he would manage—which may or may not have anything to do with effectiveness in any real sense. Finally, the supervisor's ratings suffer from all the potential biases inherent in subjective ratings in general. The "halo effect" is a prime example (Howell, 1976).

Ghiselli and Lodhal (1958) found evidence of contamination peculiar to the evaluation of supervisors. If the

people being supervised had a high capacity for self management, or if it included people who scored higher on a " decision making ability" scale than the supervisor himself, ratings by the foreman's superiors tended to be low. Roach (1956), Grant (1955), and Greager and Harding (1958) have all reported general halo factors in factor analytic studies of ratings of managerial personnel. Guion (1965) rightly stated " we should not expect high correlation with ratings which themselves may be far from valid reflections of managerial effectiveness".

Concurrent validity rather than predictive validity was estimated in the present study for the sake of convenience. The test was administered to personnel who were already in the job. "This procedure yielding a measure of concurrent validity, is not so satisfactory for the validation of personnel selection instrument and must be regarded as a makeshift. Since unsatisfactory employees tend to leave, a group of present employees is not a representative sample of the applicant population on which the instruments are to be used. Moreover, present employees have had varying amounts of experience on the job and such experience may affect their test performance" (Anastasi, 1964). In fact, present employees are more or less efficient because of experience or such other factor and hence differential performance cannot be expected from them. All these affect validity. Predictive validity would have been better rather than concurrent validity. The Inventory could

be administered to a representative sample of job applicants or newly hired employees and the checking of each individual's initial scores against his subsequent criterion status. There should have been some intervening period, say about a year for the job of a manager. But the limitation of time and non-availability of job applicants often make such longitudinal study impracticable which happened in the present study.

The obtained validity coefficients are lower in the present study than they might be because of factors, such as, attenuation in the criterion and also possibility of falsification of responses on the test. There is no doubt in the fact that some persons can be clever enough to respond in a way which is 'acceptable'. This would surely affect validity. Over and above validation on small groups of subjects is inadequate. So a greater effort could have been exerted at investigating the predictive validity of the instrument. The trouble again would be that of criteria. Ratings, as subjective criteria, could be improved. Well developed comparison methods, such as, paired comparisons, alternation rankings, or man to man comparisons, seem to offer relatively stable evaluation. Buddy nominations, also referred to as peer ratings may offer a useful criterion measure. Weitz (1958) found that peer nomination predicted the supervisory performance of life insurance agents appointed to assistant manager positions. By applying the technique Roadman (1964) also obtained positive results. Mayfield (1970) suggested an improved

technique of peer-nomination which can be tested.

For evaluating leadership effectiveness, peer rating may also be used. Each manager is judged by others at a comparable level. Here the main problem is in finding peers who would have enough familiarity with the manager's performance to attempt an evaluation. Also, if promotion depends on evaluation, one may judge another rather harshly. If a sufficient number of peers are involved in judging each other, however, this problem becomes minimal (Howell), 1976.

Objective criteria could be used for the present purpose. Variety of objective criteria for supervisory level personnel are suggested, for example, morale, satisfaction, motivation of employees, quality and quantity of work output of the unit etc. Unfortunately subjective and objective criteria do not always agree. Turner (1960) conducted a study in which objective criteria and ratings were used on employees of supervisory level. The objective measures were grievances, turnover (voluntary quits), absences, disciplinary actions, suggestions, hospital passes (occupational injuries), scrap, expense of tools, efficiency (relative to standard time allowances) etc. Ratings consisted of rankings of foremen on overall performance and eight functional areas of job performance such as quantity, quality, organizational planning, employee relations, cooperation with supervisors, house keeping, overall performance etc. The results show that there is little relationship between objective data and ratings.

In general, the literature is not well supplied with examples of objective criteria even when supervisory level performance is evaluated as it is relatively easy to measure work output of a small unit. Evaluation of executives is, however, more difficult. The success of an executive lies in meeting organisational goal through the coordinated efforts of his organisation. It is often suggested that basic research should be carried out on organisation structure, social psychology of organisation etc. before establishing criteria for assessing managerial potential. However, there are occasional reports of the use of objective criteria for managerial evaluation. A seminar on "Assessing Manager Potential" sponsored by the Foundation for Research on Human Behaviour (1958) reported some such criteria. Sears, Roebuck and Company has used moral surveys as criteria of managerial effectiveness, the Employee Relations Index at General Electric is another example (Merrihue and Katzell, 1955). Such apparently objective measure are often contaminated by factors beyond the control of individual involved. Objective criteria such as salary (Hulin, 1962; Gifford, 1928; Williams and Hatrel, 1964), organisational level achieved (Henry, 1948; Starch, 1942) etc. have been used for long but the problems with these criteria are probably more than superior's ratings. It is easy to understand that salary level in management jobs is not closely related to merit. So is the case with promotion rate. As stark (1959) has pointed out,

promotion is a subjective decision that is made on the basis of factors that are often irrelevant as far as managerial effectiveness is concerned. This is perhaps more true in the context of Bangladeshi culture.

In-basket and other business games have been suggested as potential criteria. They have some face value but there have been little research on the relationship between how a manager behaves in a game and his behaviour in the actual situation.

In the industries of Bangladesh some objective criteria could be attempted. These are profit, output, goal achievement, less wastage, and grievances or 'gheraoes'. It can immediately be seen that these are affected by many other factors, for example, a 'Gheraoe' may take place only because of 'political influence' in this country. Besides many objective criteria are not directly dependent on managers as a manager is to perform his job through other people. If his 'men' are not efficient or cooperative, any objective criteria would become meaningless. There is another problem. The nationalized industries are managed by Corporations who take decisions regarding 'hire and fire'. Manager's 'men' understand that their supervisor has no power. So they may not work sincerely. Thus such objective criteria would have little value.

Considering all these, many investigators in this field suggest nothing but ratings. Supervisor's rating, as stated

before, is perhaps widely used criterion at the management level. The reasons are not far to seek : management jobs are often multidimensional and hard to define, performance is consequently difficult to quantify and make objective. Researches are going on as to how to improve ratings as criterion measures. Lawler(1967) suggests multitrait-multi-rater approach to measuring managerial job performance. With this approach it is possible to determine the convergent and discriminant validity of ratings, and because of this considerably more information can be obtained about the meaning of the ratings than could be obtained if a single rater or single trait approach were used. Lawler's studies on managerial level personnel show that this approach is promising. However, there is still room for more studies on validity of the instrument using different types of rating and ranking procedures as well as objective criteria.

To summarize, very little validity information has come to light regarding the value of the test in industry. But on the basis of only three studies no such conclusion can be drawn. These studies were performed in three different types of organisations on very small groups of employees who were 'available'. Validation was found to vary from organisation to organisation. The validity co-efficients for different scales were also found to vary widely. Validation of test intended for selection of managers cannot possibly rule out variations

from situation to situation. It is, therefore, suggested that the validity of a test like MTPI should be established in the situation in which it is to be used.

It has been stated above that there is a possibility of false responses. The Inventory is worth administering if testees give frank and honest responses. Reliability and validity have been obtained on industrial sample who were already employed. It is not known whether applicants for jobs can be expected to cooperate to the same extent. An undesirable job applicant may be clever enough to 'beat the bush'. This is a problem which has not been investigated. The author, however, noticed that the samples somehow came to know that it was a research project and so they tried to help the researcher by giving their honest responses. A job applicant or personnel seeking promotion to managerial rank may not behave in the same way. There is no challenge if responses are given in a socially desirable way. It is suggested that test of this nature should have built in technique to determine what percentage of such responses would be rejected as 'doubtful'. Or the questionnaire could provide a measure for estimating the truthfulness of an individual's responses, corresponding to, for example, the 'L' score of the MMPI. Another recommendation is the development of forced - choice technique. It is possible that the use of the forced choice type of item might be effective in reducing the tendency of job applicants to give the response which they think the examiner wants. There is of course evidence that forced -

Choice tests are no more valid than single stimulus test (Scott, 1968). Forced choice tests are designed to minimise faking but there are studies which show that faking still takes place. In one study (Rusmore, 1956) the same group of 81 college students took the Gordon Personal Profile test under a simulated "guidance" situation and under a simulated "industrial" situation. The mean scores on all the four scales were higher for industrial group with a significant difference on Responsibility and Total scores. In another study (Gordon and Stapleton, 1956) 121 high school students took the test in connection with the regular guidance programme, and 3 months later took the test again when applied for employment. Mean scores were higher in later situation and significant differences occurred in Responsibility, Emotional stability and Total scores. In still another study with the Edwards personal preference schedule, similar result was obtained (Kirchner, Dunnette, and Mousky, 1960). The test was administered to 362 male sales applicant of an industrial concern. The results obtained with this group were compared with the scores of the male college students. Large and significant differences were found between the two groups on nearly all of the 15 scales. The sales applicant group was found to be more outgoing, dominant, ambitious and persistent. Since these traits are traditionally considered to be characteristics of salesmen, it seems that the sales applicants were able to 'beat' the test. Anastasi (1976) writes, 'it appears that the forced -

choice technique has not proved as effective as had been anticipated in controlling faking or social desirability response sets. At the same time, the forced - choice item format, particularly when it yields ipsative scores, introduces other technical difficulties and eliminates information about absolute strength of individual characteristics that may be of prime importance in some testing situations".

The study has been able to probe into certain personality traits which are important for managerial jobs. The study claimed to select thirteen personality traits which could independently contribute to the selection of managers. Though some of the traits are independent of each other (as shown by negative or low positive correlations in the intercorrelation matrix) some traits are not so independent (for example, responsibility is found to be correlated with all other traits). The author, therefore, recommends factor analysis of the data in a further study which might reduce the number of traits. Factor analysis might indicate that the thirteen scales could be clustered down to five or six distinct tendencies.

The Inventory is in its preliminary stage. Intensive research or follow up studies are needed to improve the Inventory. Norms are required to be established. Only then MTPI could be treated as a predictor for the selection of managerial personnel in Bangladesh.

CHAPTER VI

SUMMARY

The objective of the study was to develop a Multi-Trait Personality Inventory for the selection of managerial personnel in the industries of Bangladesh. The study was undertaken in view of the fact that the Government of Bangladesh at present has given much emphasis on management selection and development. Training programmes for the development of managers are less useful unless 'right' persons are selected at the beginning. Job analyses of managers reveal that personality characteristics are important element for managerial jobs. Literature shows that some personality traits are critical for management success whereas some are associated with failure. It also indicates that managers often fail in their jobs because of personality patterns rather than intelligence, aptitude and interest. Thus a research in this line seemed to be justified in this country.

The personality traits important for managerial jobs were first investigated. A pioneer study in this field (Begum et al., 1981) provided a list of such traits. Besides, supervisors' opinion was surveyed, and informal interviews were held with known successful managers/expert in the field.

A number of qualities, thus obtained, were summarised and 18 personality characteristics were selected. A questionnaire was then prepared in which these traits were listed along with

their definitions and mailed to the managers of a representative sample of industries of both nationalized and private sectors. The questionnaire asked the respondents to rank the traits in respect of importance and add some more traits, if any, they think important for management. The purpose was to see if managers of nationalized and private industries differ in respect of their opinion regarding qualities of managers. Ninety-nine managers of nationalized sector and fifty-six managers of private sector responded the questionnaire. The results show that there was a very high correlation between the ranks ($\rho = .98$) and mean scores ($r = .97$) of nationalized sector managers and private sector managers. There were too few responses to the question 'add some more traits' which indicated that the list was exhaustive. On the basis of the finding the number of traits was reduced further. Finally, 13 traits were retained. These were Responsibility, Initiative, Firmness/Sticking to principle, Objectivity, Achievement, Sociability, Emotional stability, Leadership, Loyalty to Boss/Organisation, Honesty, Personal Relations, Originality and Adaptability. A self-report inventory was developed to measure these traits.

The items for test construction were collected from a group of managers who were asked to construct at least 10 items under each trait related to managerial jobs in general. Some Personality tests were consulted to construct the items and some items were constructed by the author.

The items were constructed in the form of statements. They were prepared in simple language and in first person. They were written in Bengali. Twenty to thirty statements, both positive and negative, were constructed under each trait. They were checked, re-checked and edited.

The next step was to determine face validity of the items. Twenty five judges, mostly university teachers, rated each item under each trait on a 5-point scale ranging from 'does not measure at all' to 'measures very well'. Three criteria were followed in retaining the items. The items rated by all the judges on 4 and 5 ('measures to a great extent' and 'measures very well') were retained; items rated on 4 and 5 by 75% of judges were retained; and items on which there was a high degree of agreement were also retained. The items on which there was a wide disagreement were regarded as ambiguous and were therefore excluded.

The first draft of the questionnaire, thus prepared, was administered to a group of managers (N = 15). On the basis of this tryout some items were modified or re-written and some were discarded. Finally, 235 items were retained. These items were then mixed up randomly and prepared in the form of a questionnaire for item-analysis. To each statement there was a 5-point scale ranging from 'not at all applicable' to 'very much applicable'. The subjects' task was to read the statement and decide by giving a tick mark which indicated the extent to which it was applicable to him/her. For

positive statement 'not at all applicable' was given a weight of 1, 'slightly applicable' a weight of 2 etc. and 'very much applicable' a weight of 5. For negative statement, the reverse order was followed.

The sample for item analysis consisted of 166 managerial personnel. They were the participants of different training courses at Bangladesh Management Development Centre.

The test was administered by the author to different groups by following the same procedure. Test instructions were written on the front page. The subjects read the instructions silently along with the author who read it aloud. There was no time limit. They took 45 to 90 minutes to complete the Schedule with an average of 60 minutes.

The items were analysed by means of Discriminative Power (DP) of the items. The DP's of 235 items were computed. The DP of 1.00 and above was chosen as criterion to select the items. Following this criterion 150 items were retained. These items were then tested for internal consistency. Each item score was correlated with total score of the trait concerned. The correlations were positive and significant which provided an additional support to procedure for selection of items. The final Inventory was composed of 190 items of which 150 were valid items and 40 were filler items. The items reaching DP of 0.50 and 1.00 were included in the schedule to improve the 'test atmosphere'.

The reliability of the Multi-Trait Personality Inventory (MTPI) was estimated by split half method and test - retest method. The split half reliability, corrected by Spearman - Brown Prophecy Formula, ranged from .45 to .97 (N = 166). On another sample consisting of managerial personnel (N = 123) the split half reliability ranged from .46 to .96.

Only 80 managers were available for re-testing after 3 months. The reliability co-efficients ranged from .55 to .81. The test-retest reliability was also estimated on a group of University Students (N = 77) after an interval of 1 month. The reliability co-efficients ranged from .77 to .97.

The validity of the MTPI was estimated by self-ratings and peer ratings. Correlations between test scores and self ratings of the original sample (N = 54) ranged from .32 to .82. The correlations were positive and significant. Correlation between test scores and peer ratings of a group of University Students (N = 30) ranged from .28 to .62. Except the Firmness/Sticking to principle scale and Objectivity scale, the validity co-efficients for other scales were significant. In another peer rating study on an industrial sample (N = 10) the validity co-efficients ranged from .25 to .76. Five scales were found valid (Responsibility, .76; Initiative, .68; Sociability, .71; Honesty, .74; Adaptability, .61).

Three studies were performed to see if the MTPI could predict job performance of managers.

The test scores of managers and assistant managers (N = 13) of a small industrial plant, KSB Pump, were correlated

with job performance measured by ratings of General Manager on a 6-point scale in terms of 'overall efficiency'. Except two scales, the correlations were positive which ranged from .25 to .74. Three scales were found valid (Responsibility, .74; Emotional stability, .59; Originality, .56). Negative correlations were found for sociability (-.05) and Personal Relations (-.23) scales. In another study the test scores of mid and junior level managers (N = 19) of the Purchase Department of Kbhinoor Group of Industries were correlated with ratings by the Purchase Manager in terms of overall efficiency. The validity co-efficients ranged from .06 to .57. Two scales were found valid (Responsibility, .49; Originality, .57). In still another study done on a group of officers (N = 18) of one Public Relations Department, Government of Bangladesh, the test scores were correlated with ratings of their Boss on the basis of Annual Confidential Report. The validity co-efficients ranged from .04 to .60 but negative correlation was found for the sociability scale (-.13). Three scales were found valid (Responsibility, .60; Firmness/Sticking to principle, .52; Loyalty, .50).

For low validity the criterion problems were mainly focussed. It was suggested that further studies be made to improve the Inventory so that it can be used as a predictor for managerial selection. Assessing predictive validity, applying factor analysis and establishing norms were particularly emphasized in this regard.

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APPENDIX - A

Questionnaire for Supervisors

মনোবিজ্ঞান বিভাগ
ঢাকা বিশ্ববিদ্যালয়

প্রিয় তত্ত্বাবধায়ক,

একটি গবেষণামূলক কাজে আপনার সাহায্য প্রার্থনা করছি। আপনার মতে, একজন ম্যানেজারের কি কি গুন থাকা দরকার? অর্থাৎ কি কি বৈশিষ্ট্য বা গুন থাকলে একজন ম্যানেজার দক্ষ বা সফল বলে পরিগণিত হবেন? আপনাদের কাছ থেকে এই বিষয়ে মতামত চাওয়ার কারণ হচ্ছে এই যে আপনাদের দীর্ঘ দিনের অভিজ্ঞতার একটি বিশেষ মূল্য আছে এবং নিজ নিজ বিভাগের নিজেদের ম্যানেজারদের কাজের সাথে আপনাদের প্রত্যেক যোগাযোগও রয়েছে। আপনাদের মতামত শুধুমাত্র আমার নিজস্ব গবেষণার কাজে ব্যবহৃত হবে এবং তথ্যের গোপনীয়তা সম্পূর্ণভাবে রক্ষা করা হবে। আপনার নাম বা পরিচয় এখানে প্রকৃষ্টে না। এতএব নির্ভয়ে আপনার সূচিবৃত মতামত ব্যক্ত করুন। অন্ততঃ ১০টি অত্যন্ত প্রয়োজনীয় গুন যা ম্যানেজারদের থাকা দরকার তা লিপিবদ্ধ করুন :-

- ১।
- ২।
- ৩।
- ৪।
- ৫।
- ৬।
- ৭।
- ৮।
- ৯।
- ১০।

আপনার বয়স :

অভিজ্ঞতা :

বিভাগ :

আপনার প্রতিষ্ঠান : জাতীয়করনকৃত / প্রাইভেট বা ব্যক্তিমালিকানাধীন।
প্রাইভেট হলে, আপনার কোম্পানী কি উৎপাদন করে?

জাতীয়করনকৃত হলে, কো. কর্পোরেশনের অধীনে? (✓ দিন)
ডুট / টেক্সটাইল / কেমিক্যাল / শিল্প ও ইঞ্জিনিয়ারিং / সুগার ও ফুড।

আপনার সহযোগিতার জন্য ধন্যবাদ

রওশন জাহান
অধ্যাপিকা, মনোবিজ্ঞান বিভাগ
ঢাকা বিশ্ববিদ্যালয়

List Of Qualities Sent to Managers for Ranking

UNIVERSITY OF DACCA
PSYCHOLOGY DEPARTMENT

Dear Mr. Manager,

I am a teacher of the Department of Psychology, Dacca University. I have been doing a research for my higher study leading to Ph.D. in the field of Industrial Psychology. One of the areas of my interest is to develop a Personality Test for managerial personnel in Bangladesh. For this, I would like to know the qualities or traits required for good management. Following is a list of 18 traits. Please go through these traits along with their meanings carefully and rank these traits in respect of importance, that is, put 1 in the box by the side of the trait you consider most important, put 2 you think next most important etc. and put 18 you consider least important.

YOUR NAME : AGE






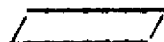



EDUCATION : A. BASIC
 B. TECHNICAL (IF ANY)

EXPERIENCE: A. IN THE PRESENT POST
 B. IN INDUSTRY

NAME OF INDUSTRY : DEPARTMENT

TITLE OF THE JOB (DESIGNATION):

Trait	Rank	Meanings
Leadership	<input type="text"/>	Those who adopt an active role in the group, who take the lead, who are self-assured and assertive in relationships with others, and who are able to make independent decisions.
Sociability	<input type="text"/>	Those who like to be with people and work with people, can make friends easily and work comfortably with others, have sincere interest in people.
Objectivity	<input type="text"/>	Those who have an open mind, can keep emotional or personal interests from influencing decisions.

Responsibility		Those who are able to stick to any job assigned to them, who are persevering and determined, and who can be relied upon.
Honesty		Those who do not take bribe, defalcate funds, derive benefits in any deal, allot contracts to favourite parties on commission and exploit official position.
Achievement		Those who want to be successful and recognized, to accomplish something of great significance, to perform difficult tasks and to rival and surpass others.
Initiative		Those who are self-starting and who are prompt to take hold of any problem.
Emotional stability		Those who are well-balanced, emotionally stable, do not show excessive anxiety, nervousness and hypersensitivity and are emotionally matured.
Firmness/Sticking to principle		Those who are administratively strong, do not yield to any pressure, stick to official principles, rules and regulations, and are firm in decision or action.
Cautiousness		Those who are highly cautious, who consider matters very carefully before making decisions, and do not like to take chance or run risks.
Adaptability		Those who are flexible, adjust rapidly to changing conditions, cope with unexpected.
Loyalty		Those who are loyal to the Boss or Superior authority/ organization, feel attached or identified with the company, cannot go against authority, and do not have tendency to underestimate the bosses.

Self-control	<input type="checkbox"/>	Those who are calm and poised under pressure.
Originality or creativity	<input type="checkbox"/>	Those who have original ideas, inquiring mind, who like to work on difficult or complicated problems, enjoy thought provoking questions or discussions.
Personal Relations	<input type="checkbox"/>	Those who have great faith and trust in people, sympathetic to others, considerate and approachable.
Endurance	<input type="checkbox"/>	Those who have great patience and tolerance, not easily disturbed, work for longer periods, keep at a problem until it is solved.
Risk-taking	<input type="checkbox"/>	Those who take risky decisions, who tend to undertake possible injury or loss in the pursuit of a desirable goal.
Vigour	<input type="checkbox"/>	Those who are vigorous and energetic, who like to work and move rapidly, and who are able to accomplish more than the average person.

Add some more traits you think important for successful management :-

1 2 3 4 5

THANK YOU FOR YOUR COOPERATION.

(A stamped envelope is enclosed. Kindly send me an early reply)

(Rowshan Jahan)
Assistant Professor,
Psychology Department,
Dacca University,
DACCA.

APPENDIX - C

Trait-wise Distribution of Items

RESPONSIBILITY

Sl.No.	Items
1.	আমার উপর কাজের ভার দিয়ে অন্যেরা নিশ্চিন্তে থাকেন
2.	দায়িত্বপূর্ণ কাজে উপরওয়ালারা আমাকেই স্মরণ করেন
3.	দায়িত্ব দেয়া হলে খুব একটা পুরস্কৃত সহকারে নেই না
4.	একটি নির্ধারিত সময়-সূচী মেনে চলতে পারি না
5.	কাজে কোন সমস্যা দেখা দিলে সহজে তা ছেড়ে দেই না
6.	অধঃস্তনের কাজ সব সময় পূর্ণ পরীক্ষা করে সই দেয়া সম্ভব নয়
7.	আমার পরিচিত লোকেরা আমাকে অত্যন্ত দায়িত্বশীল মনে করে
8.	কোন কাজে একবার হাত দিলে কাজটির শেষ না দেখে ছাড়ি না
9.	ব্যক্তিগত কাজের জন্য অনেক সময় অফিসের কাজ সাময়িকভাবে রেখে চলে আসতে হয়
10.	কোন কাজ শেষ না হওয়া পর্যন্ত লেগে থাকতে এক্ষেত্রে মি বোধ করি
11.	যদি কোন কাজ না করে পারা যায় তা হলে আমি তা করি না
12.	কোন দায়িত্ব যাতে পড়লে বিরক্ত বোধ করি
13.	আমার উপর অর্পিত কাজ ঠিকমতো সম্পন্ন করতে না পারলে ভয়ানক অসুস্থিত বোধ করি
14.	আমি কোন কাজ একপ্রভাবে করতে পারি না
15.	অফিসে বৌদ্ধিতে অনেক সময় বিলম্ব হয়ে যায়
16.	অসুবিধা থাকলেও আমার উপর ন্যস্ত কাজ সম্পন্ন করি
17.	কাজে কোন ভাতি বা হুমকির সম্মুখীন হলে কাজটি চালিয়ে যেতে রাজী নই
18.	অনিবার্য কারণে মানে মাঝে কাজে যাওয়া সম্ভব হয়ে উঠে না
19.	কোন কাজ হাতে নিলে তা পূর্ণখানপূর্ণভাবে সম্পন্ন করি
20.	আমাকে যে কোন কাজে পুরোপুরি নির্ভর করা যায়

INITIATIVE

Sl.No.	Items
1.	নানা বাধা বিস্তার জন্য কর্মক্ষেত্রে নতুন কিছু প্রবর্তন করতে মনের দিক থেকে উৎসাহ পাইনা
2.	কোন ব্যর্থতাই আমাকে দমিয়ে রাখতে পারে না
3.	আমাকে একজন উদ্যোগী নোক বলে অনেকে মনে করেনা
4.	কোন কাজে পিছিয়ে আসিনা
5.	নতুন কিছুর উদ্যোগ নিতে আমার ভয় হয়
6.	আমার উদ্যম ও উদ্দীপনা খুব বেশী আছে বলে মনে হয়না
7.	নিজস্ব কর্মক্ষেত্রে কোন সমস্যার উদ্ভব হলে নিজেই সে সমস্যার সমাধানে এগিয়ে আসি।
8.	যে প্রকল্পের কাজ সাময়িকভাবে বন্ধ হয়ে গিয়েছে তা আবার চালু করার উদ্যোগ গ্রহণ করি
9.	কোন কাজ শুরুর পরে অকৃতকার্য হলে উদ্যম হারিয়ে ফেলি
10.	নিজেই সকল উদ্যোগ নিয়ে কাজ করি
11.	নানা বাধা বিস্তার সম্পূর্ণ হলেও কোন পরিকল্পনা পরিত্যগ করিনা
12.	সকলকে নিয়ে কাজে ঝাঁপিয়ে পড়ার অভ্যাস আছে
13.	অন্যদের উৎসাহ অনুপ্রেরণা ছাড়াই আমি আমার কাজ চালিয়ে যাই
14.	কাজে উদ্যোগ নিয়ে তা শেষ করা পর্যন্তু ধৈর্য্য থাকেনা
15.	নতুন কোন কাজ পেলে উৎসাহিত হয়ে ঐ কাজে নেমে যাই

FIRMNESS/STICKING TO PRINCIPLE

Sl.No.	Items
1.	আমি নিয়ম কানুনকে কঠোরভাবে অনুসরণ করার পছন্দপাতি নই
2.	প্রশাসনিক দিক থেকে কঠোর থাকি
3.	উর্ধ্বতন কর্মকর্তার অন্যায় আচারণও মেনে নিতে হয় ভবিষ্যতের কথা ভেবে
4.	অন্যের বিরাগভাজন হব জেনেও সত্যকথা বলতে ইতসুতঃ করিনা
5.	কাজের জগতে কোন প্রকার শৈথিল্য সহ্য হয়না

Sl.No.

Items.

6. চল্লিশের মুখেও অফিসের নিয়মকানুন ভাংগিনা
7. বীতি বাগিশ বলে আমার একটু দুর্ভাগ্য আছে
8. আমি বলাবলই আইন শৃংখলা ভংগকারীদের প্রতি কঠোর মনোভাব পোষণ করি
9. সব সময় বীতি বা নিয়ম মেনে চলা সম্ভব নয়
10. বিগদের মুখেও কর্তব্য কর্মে অশিচল থাকি
11. কোন বিষয়ে একবার যে সিদ্ধান্ত নেয়া হয়েছে সাধারণতঃ তাতে অটল থাকি
12. জনপ্রিয়তা বজায় রাখার জন্য মাঝে মাঝে নিয়মকানুন শিথিল করতে হয়
13. গোলকের অনুকূল/স্বিহর থাকতে পারিনা বলে কিছু নিয়ম বর্হিত্বিত কাজ করে কেলি
14. যা ন্যায় বা যুক্তিসংগত বলে জানি তা যদি সবার মতের বিরুদ্ধেও হয় তখাদি তা থেকে পিছনা হইনা
15. ইউনিয়নের লোকজনদের সাথে আপোষ করে চলাই বুদ্ধিমত্তার কাজ বলে মনে করি

OBJECTIVITY

Sl.No.

Items.

1. আমার উপর আমার প্রচুর লোকজনদের দাবী আছে বলে তাদের কিছুকিছু কাজ অর্থোত্তিক হলেও করে দেই
2. আমি সব সময় ঘটনার চুলচেরা বিচার কিল্লেষণ করে কাজ করতে পারিনা
3. অধঃ শহনদের প্রতি বাবহরে মেটেই পরপাতিত্ব করিনা
4. অধঃ শহনদের মূল্যায়ন কেবলমাত্র কাজের তিল্পিতই করিনা
5. নিজস্ব রাজনৈতিক মতবাদ দুরা প্রভাবিত হয়ে কাউকে বিচার করিনা
6. শব্দ বাসনদের আলাদার মাঝে মাঝে অন্যায় কাজও করতে হয়
7. আমি সম্পূর্ণ মুক্ত মন ও মানসিকতার অধিকারী
8. ব্যক্তিগত সার্থকে উপেক্ষা করে কাজকরা সম্ভব নয়
9. যোগ্যতাকেই সব সময় অগ্রাধিকার দেইনা
10. লোক নিয়ন্ত্রণের সময় আমি রেফরেন্স ও সুপারিশ পত্রকে গুরুত্ব দেই
11. অন্যের দ্বারা প্রভাবিত হয়ে কারো প্রতি ভালো বা মন্দ আচরন করিনা

<u>Sl.No.</u>	<u>Items</u>
12.	পরিচিতি লোকজনদেরও নিরপেক্ষ ভাবে যাচাই করি বলে আমার খুব সুনাম নাই
13.	আমি আবেগের চাইতে বিবেককে বেশী প্রাধান্য দেইনা
14.	সম্পূর্ণ নিরপেক্ষভাবে সিদ্ধান্ত নেয়া সম্ভব নয়
15.	নিজের কোন লোক অন্যায্য করলে তাকে রক্ষা করা কর্তব্য বলে মনে করি

<u>ACHIEVEMENT</u>	
<u>Sl.No.</u>	<u>Items</u>
1.	প্রতিযোগিতামূলক কাজে যোগদিতে খুব বেশী ইচ্ছুক নই
2.	কর্মক্ষেত্রে আমি এমন একটা কিছু করে যেতে চাই যাতে পরবর্তীকালে অন্যরা আমার দৃষ্টিতে দেন
3.	জীবনে যতটা সাফল্য অর্জন করেছি তাতেই আমি সন্তুষ্ট
4.	খুব উর্চুতে উঠার বাসনা আমার নাই, মোটামুটিভাবে জীবনটা কেটে গেলেই হোল
5.	যে সব কাজে খ্যাতি বা উল্লেখ লাভ করা যায়না সে সব কাজে আমার তেমন উৎসাহ নাই
6.	লোকে আমাকে চিনুক এটার জন্য আমার খুব একটা মাথা ব্যথা নাই
7.	আমি যে ক্ষেত্রেই কাজ করি সেখানে সবাইকে অতিশ্রম করে যেতে চাই
8.	পারদর্শিতা ও দক্ষতার প্রয়োজন কেবলমাত্র এমন ধরনের কাজ করতে অধিক পছন্দ করি
9.	আমি আমার সহ কর্মীদের চাইতে ভালভাবে কাজ সম্পন্ন করার চেষ্টা করি
10.	আমি কেবলমাত্র তখনই সন্তুষ্টি লাভ করি যখন কোন কাজ সুচারুভাবে সম্পন্ন করি
11.	যে সকল সমস্যা সমস্যাগুলোর জন্য কঠিন আমি সেগুলিই সমাধান করতে চাই
12.	সব কাজেই বিজয়ী হবার মনোভাব আমার তাঁত্র
13.	আমি খুব উচ্চাকাঙ্ক্ষী নই
14.	আমি আমার সব কাজ ও পরিকল্পনায় চূড়ান্ত সফলতাকে লক্ষ্য করে এগিয়ে চলি
15.	আমার কৃতিত্বকে আমি সব সময় অন্যদের সাথে তুলনা করে দেখি

<u>Sl.No.</u>	<u>Items</u>
16.	সুযোগ পেলে নিরাপত্তাপূর্ণ সরকারী চাকুরী ছেড়ে হানো পদোন্নতির সম্ভাবনা পূর্ণ ব্যক্তি যানিকানাধীন কোম্পানীতে চলে যেতে ইচ্ছুক
17.	সর্বোচ্চ পদে অধিষ্ঠিত হবার অনেক ব্যয়সাধ্য আছে বলে এ পদে এমনকি পুষ্টিও নাভেঙে ইচ্ছুক নই

SOCIABILITY

<u>Sl.No.</u>	<u>Items</u>
1.	আমি কয়েকটি সামাজিক বা সাংস্কৃতিক সংগঠনের সাথে জড়িত আছি
2.	মানুষের চাইতে বইএর সংগ আমার অধিক কাম্য
3.	নিজে ছেড়ে কারো সাথে আলাপ করতে পারিনা
4.	এমনকি জনগণ বয়স্ক শিশু বা বুড়োদের সাথেও ঘনিষ্ঠ হতে আমার দেহী হয়না
5.	আমার বাড়ীতে নোকজন বা বন্ধু বান্ধবদের ভীড় নেপেই আছে
6.	যে সব কাজে নোকজন পরিকল্পিত হয়ে থাকতে হয় সে সব কাজ আমি পছন্দ করিনা
7.	বহুনোকের সংস্পর্শে জন্ম পায়োয়া করিনা
8.	অনেকজন নোকজনের সাথে কথাবার্তা না বলে ইঁপিয়ে উঠি
9.	নোকের সংগ বিরাগিত উৎসাহন করিনা
10.	সামাজিক উৎসব বা অনুষ্ঠানে নিজেকে কিছুটা আড়ালে রাখতে ভালবাসি
11.	বন্ধুবান্ধব-আত্মীয় সুজন নিয়ে বাড়ীতে ছোটখাটো উৎসব করতে পছন্দ করি
12.	আমার পুত্র বন্ধু আছে
13.	সামাজিক অনুষ্ঠানগুলি যেমন জন্মদিন, বিয়ে, শিকনিক ইত্যাদি এড়িয়ে চনি
14.	আমি চেমন দিশুক নই
15.	একা কাজ করার চাইতে দলীয় কাজে বেশী অনন্যপাই
16.	আমি বেশ লাভুক
17.	বহুনোকের সাথে সামাজিক সম্পর্ক হোক এটা পছন্দ করিনা
18.	প্রায়ই বন্ধুবান্ধবদের বাড়ীতে নিজে যেতে যাই
19.	অতি সহজেই অন্যদের সাথে আমার বন্ধুত্ব হয়ে যায়
20.	বন্ধুবান্ধব বা নোকজন নিয়ে সময় কাটাতে ভালবাসি

EMOTIONAL STABILITY

Sl.No.

Items

1. এমনকি হতাশাপ্রস্তু অবস্থাতেও আমি আত্মনিয়ন্ত্রণে সক্ষম
2. উদ্বেগবিহীনভাবে বিশ্রাম নিতে পারি
3. আবেগের দিক থেকে আমি কিছুটা ভারসাম্যহীন
4. প্রমিত নেতাদের সাথে আলোচনায় বসলে মাথা ঠান্ডা রাখা যায়না
5. লোকে আমাকে একটু আবেগ প্রবন বলে মনে করে
6. প্রবল মানসিক চাপের মধ্যেও কাজ করে যেতে পারি
7. আমি রাগ নিয়ন্ত্রণ করতে পারিনা
8. আমি একেবারে উদ্বেগ বা দুষ্কিন্তুমুগ্ধ হতে পারিনা
9. কোন কিছুতে বিভ্রাট ঘটলে নার্ভাস হয়ে যাবার প্রবণতা আছে
10. আমি অনেকই উত্তেজিত বা উৎকণ্ঠিত হয়ে পড়ি
11. ক্রমেণে পূর্ণ কাজ ধৈর্য সহকারে করতে পারিনা
12. কখনো বা মানসিক চাপ বা আঘাতের মুখে ভেঙে পড়ি
13. কঠোর সমালোচনার মধ্যেও নিজেকে স্থির রাখতে পারি
14. সাধারণতঃ উগ্র পরিস্থিতিতেও ধীর স্থির ও শান্ত থাকি
15. যেকোন মাধ্যম অনেক কাজ করে ফেলি
16. আমি সহজে আবেগপ্রবন হয়ে পড়ি

LEADERSHIP

Sl.No.

Items

1. বৃহৎ সমাবেশে বক্তৃতা দিতে পছন্দ করিনা
2. অন্যদের কাছ থেকে আমার মতামত ও উপদেশ নেবার প্রবণতা আছে
3. অন্যদের পরিচালনা করার দায়িত্ব নিতে পছন্দ করিনা
4. দলীয় কাজে আমিই নেতৃত্ব দিয়ে থাকি
5. সংকটপূর্ণ সময়ে আমার উপস্থিতি অন্যদের মনে শ্রুতি আনয়ন করে
6. অন্যের সহায়তা ছাড়া গুরুত্বপূর্ণ সিদ্ধান্তে উপনীত হতে অস্বস্তি বোধ করি
7. আমার যথেষ্ট আত্মবিশ্বাস নাই

Sl.No.Items

8. আমি কয়েকটি সামাজিক দল বা সংগঠনের দায়িত্বশীল পদে নিযুক্ত আছি
9. আমি যে কোন পরিস্থিতি মোকাবেলা করতে সক্ষম
10. অন্যদের দিয়ে বেশ কাজ করিয়ে নিতে পারি
11. আমি ঠিকমতো আমার নিজের মতামত ব্যক্ত করতে পারি না
12. আমি অন্যদের মেনে চলা অপেক্ষা অন্যেরাই আমাকে মেনে চলে
13. অন্যদের সাথে তর্ক বিতর্কের মাধ্যমে নিজের মতামত প্রতিষ্ঠিত না করাই ভালো মনে করি
14. কোন সমাবেশে লোকদের পরিচয় করিয়ে দেওয়ার দায়িত্ব নিতে পছন্দ করি
15. আমি সহজেই অন্যের দ্বারা প্রভাবিত হই
16. অন্যদের মতামতকে প্রভাবিত করতে সক্ষম নই
17. অন্যদের সহজেই অনুপ্রানিত বা উৎসাহিত করতে পারি
18. দলীয় কাজের পরিকল্পনা আমিই দিয়ে থাকি
19. কোন আলাপ আলোচনায় আমার বক্তব্যের প্রতি লোকের কমন মত নজর দেয়
20. অন্যদের দিয়ে কাজ করানোর চাইতে নিজে কাজ করা পছন্দ করি
21. দলীয় আলোচনায় আমি প্রায়ই চূপচাপ থাকি

LOYALTY TO BOSS/ORGANISATIONItemsSl.No.

1. উপরওয়ালার সাথে নানা বিষয়ে আমার মতানৈক্য হয়
2. উপরওয়ালার কোন কথাই ফেরাতে পারি না
3. প্রতিষ্ঠানের নাম বা কৃতি আমার নিজেরই স্মৃতি বা কৃতি বলে মনে করার কারণ নেই
4. যখন যেখানে সম্ভব কোম্পানীর অপচয় বন্ধ করি
5. আমি যাদের অধীনেই কাজ করেছি তারা আমাকে অনুগত বলে জানেন
6. উপরওয়ালার আদেশ নির্দেশ দেওয়ার প্রবণতাকে পছন্দ করি না
7. কর্তৃপক্ষের সমালোচনা গায়ে লাগে
8. কোম্পানীর যা হয় হোক আমার তাতে কি, বহু লোকের মত আমিও এই মত পোষণ করি

Sl.No.

Items

9. প্রতিষ্ঠানের নেতৃত্ব আমার রাষ্ট্রনৈতিক বিশ্বাসের বিরুদ্ধে মতামত দ্বী হয়ে এ নেতৃত্বকে প্রশংসা করতে পারি না
10. প্রয়োজন হলে কর্তৃপক্ষের বিরুদ্ধে ক্ষেত্র আপত্তি নাই
11. আমি আমার উপরওয়ালার একান্ত বিশ্বাসভাজন ব্যক্তি
12. উপরওয়ালার সাথে যাকিয়ে চলার মানসিকতা আছে
13. ক্ষেত্র সুদর্শন চাইতেও প্রতিষ্ঠানের সুার্থই আমার কাছে বড়
14. উপরওয়ালার প্রতি আনুগত্যকে আমি তেমন অপরিহার্য বলে মনে করি না
15. উপরওয়ালার আদেশে অতিরিক্ত খাটতে হলে বিরক্ত বোধ করি
16. উপরওয়ালার যোগ্যতার দিক থেকে আমার চাইতে উৎকৃষ্ট না হলে তাকে ক্ষেত্র চলতে পারি না
17. উপরওয়ালার সব নির্দেশই ক্ষেত্র চলতে হবে এমন কোন কথা নেই

HONESTY

Sl.No.

Items

1. কোন প্রকার সুবিধা পাবার জন্য রুরো কাজ/ফাইল আটকে রাখি না
2. আর্থিক বা অন্য কোন সুযোগের বিনিময়ে কোন ব্যক্তি বা সংস্থার উপকার করাকে অব্যায় বলে মনে করি না
3. যাতায়াত ব্যয় আঙ্কাল এত বেড়েছে যে সাথে সাথে ব্যক্তিগত যাতায়াত অফিসের টার এর মধ্যে অন্তর্ভুক্ত করে নেই
4. ছোট খাট অব্যায় করলে তার প্রতিফল তোপ করতে হয় বলে মনে করি না
5. অবস্থার কারণে বা প্ররোচনায় দুর্বীতি করতে হয় বলে মনে করি
6. আমার ব্যক্তিগত জীবন আয় বয়সের সামঞ্জস্য আছে
7. কেউ আমার কাছ থেকে উপকার পেয়ে কৃতজ্ঞতা সুরক্ষা আমাকে কিছু উপহার দিলে আমি তা গ্রহণ করি
8. বড় বড় পার্টির সাথে চুক্তিবদ্ধ হবার সময় ক্ষেত্র জন্য যৎসামান্য পরিশ্রম কিয়ে থাকি
9. প্রতিষ্ঠানের কোন জিমিষ এম্বু বা মেত্রাঘতে কফট করে যে টাকা বাতিয়েছি সে রকম টাকার বিল তৈরী করে তা পুখিয়ে নেই
10. নৈতিক মূল্যবোধের অবক্ষয়কে ক্ষেত্র নিতে পারি না
11. সংজীবন যাপন করে জীবনে প্রতিষ্ঠানত সম্ভব নয় বলেই আমার বিশ্বাস

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12. সিস্টেমে একটি থাকলেই নোকে দুর্নীতি পরায়ন হয়
13. টাকা নিয়ে কারো জন্য বাড়তি কাজ করে দেয়াকে দোষনীয় বলে মনে করি না
14. ভাগ্য দোমেই কর্মক্ষেত্রে অর্ধসংক্রান্ত গেলমালের সাথে জড়িয়ে পড়ি
15. সংজীবন যাপনের মধ্যে আজকাল আর গৌরব নেই বলেই আমি মনে করি
16. যুগের ধর্ম অনুযায়ী যে কোন প্রকারে ধনী হতে চাই
17. অপমানের বৃহত্তর সূত্রে নীতিচ্যুত হতেও খারাপ লাগেনা
18. সংজীবন যাপন সাক্ষ্যের চাবিকাঠি বলে বিশ্বাস করি
19. কোন প্রকল্প থেকেই ব্যক্তিগত লাভালাভ নেইনা
20. কর্মক্ষেত্রে ব্যক্তিগতভাবে উপকৃত হবার সুযোগ পেনে, যেমন ব্যবসা করা, সে সুযোগ গ্রহন করি
21. ক্ষমতায় থাকলে ক্ষমতার অপব্যবহার হবে বলেই মনে করি

PERSONAL RELATIONS

Items

Sl.No.

1. নোকের উপর এতনো আচার যথেষ্ট আশ্রয় আছে
2. মানুষের সাথে ধামাধাই রাগারাগি করে পরে অনুতাপ করি
3. আমি খুব কৌশলী ও কূটনীতিবিদ নই
4. নোকের বোকানী দেখলে রেগে যাই
5. অনেকেই আমার কাছে তাদের মনের কথা খুলে বলে
6. আমি বিশ্বাস করি যে প্রত্যেক মানুষই মূলতঃ সৎ
7. নোকের উপর অল্পেই ঐর্ষ্য হারিয়ে ফেলি
8. আমি অন্যদের বিশ্বাস করি না মত এমন না তারা নিজেদের বিশ্বস্ততা প্রমাণ করে
9. সহকর্মী ও বন্ধুবান্ধবরা আমার কাজে সূতঃ প্রবৃত্ত হয়ে এগিয়ে আসে
10. অধঃস্থদের ক্রোধের একটি দেখলে বিরক্ত হয়ে যাই
11. অন্যের সুখ - দুঃখকে নিজের বলে ভাবতে পারার মত মহৎ নই

<u>Sl.No.</u>	<u>Items</u>
12.	কর্মচারীদের ব্যক্তিগত জীবনের সুখ সুবিধার খোজ খবর নেওয়াটা সংগত বলে মনে করিনা
13.	মানুষকে একটু খোঁচা দিয়ে কথা বলতে পছন্দ করি
14.	মানুষের প্রতি এখনো আমার যথেষ্ট সহানুভূতি আছে
15.	সমালোচনাকে উদার ভাবে গ্রহণ করার মানসিকতা আছে
16.	অধ্যক্ষদের প্রতি সহযোগিতা ও সহানুভূতির হাত বাড়িয়ে দেই
17.	অন্যদের চাইতে আমার কাছে মানুষ সহজে আসতে পারে
18.	মানুষের ভুল দিকটাই আমার চোখে বেশী ধরা পড়ে
19.	বেশ কিছু সংখ্যক লোকের সাথে বানিয়ে চলতে পারিনা
20.	এমনকি বিপরীত মতবাদের লোকদের কথাও বৈধ ও মনযোগ দিয়ে শুনতে থাকি
21.	মানুষের সাথে প্রায়ই আমার ভুল বুঝাবুঝি হয়

ORIGINALITY/CREATIVITY

<u>SlNo.</u>	<u>Items</u>
1.	পরীক্ষা নিরীক্ষা করে দেখার বেশ একটু মৌক আছে
2.	নতুন নতুন ধারণা নিয়ে চিন্তাভাবনা করে বেশ কিছু সময় ব্যয় করি
3.	জ্ঞানার্জনে আমার আগ্রহ প্রবল
4.	চিন্তাশীল ব্যক্তিদের সমাবেশে যেতে খুব একটা আগ্রহ বোধ করিনা
5.	প্রথা অনুকরণের দিকে আমার মৌক নাই
6.	জটিল ও কঠিন সমস্যা নিয়ে কাজ করা অপছন্দ করি
7.	আমি নতুন কিছু উদ্ভাবনে আগ্রহী
8.	মৌলিক চিন্তা দরকার নাই কিংবা থাকলেও খুব অল্প, এমন কাজ করতে উৎসাহ পাইনা
9.	কোন কাজ শুরুর করার আগে আমি ঐ কাজের একটা পরিকল্পনা করে নেই
10.	সহজ ও পড়ানুগতিক কাজই পছন্দ করি
11.	আমি নিজেকে একজন মৌলিক চিন্তাবিদ বলে মনে করিনা

<u>Sl.No.</u>	<u>Items</u>
12.	বুদ্ধির দরকার কেবলমাত্র এমন সমস্যার সমাধা করতেই অধিক আগ্রহী
13.	আমার নিজস্ব কিছু "মতবাদ" রয়েছে
14.	চিন্তার অবকাশ আছে এ ধরনের রচনা পড়তে অধিক পছন্দ করি
15.	মানুষ আমাকে সৃজনশীল মনে করেনা
16.	চিন্তাভাবনা করতে হয় এমন আনোচনাতে আর আগ্রহী নই
17.	আমার মাথায় অনেক "আইডিয়া" আছে
18.	আমার একটা পুচক অনুপনির্দেশ মনে রয়েছে
19.	উৎসাহন বা কর্মবুদ্ধির জন্য নতুন নতুন পদ্ধতি বের করি
20.	কোন সমস্যা হলে পেনে অন্যন্য কাজ কেনেও তার সমাধানের চেষ্টা নেবে থাকি
21.	শরীর চিন্তায় মনকে আবদ্ধ রাখতে পছন্দ করিনা
22.	

ADAPTABILITY

<u>Sl.No.</u>	<u>Items</u>
1.	পরিবারের ছেনেমেয়েদের চিন্তাধারা ও ঘটামতকে তেমন গুরুত্ব দেইনা
2.	সমস্যার মোকাবেলায় সহজেই আপোষ করতে পারি
3.	পরিবর্তিত পরিস্থিতিতে নিজেকে ঝাপ ঝাইয়ে নিতে পারিনা
4.	অন্যের মতবাদ গৃহন করার মানসিকতা আছে
5.	যুক্তি তর্কে কেউ আমাকে হারিয়ে দিলে আমি তা সহজভাবে গৃহন করতে পারিনা
6.	আমাকে যে ব্যাপারেই বদলী করা হোকনা কেন আমি মানিয়ে নেই
7.	কয়েক বৎসর আসেও অশ্রমহন রা উপরোক্তমানাদের যে রকম মান্যগন্য করত এখন তা করেনা বলে অত্যন্ত হতাশ বোধ করি
8.	যুক্তিসংগত হলে সিদ্ধান্ত পরিবর্তন করি
9.	যুগের সাথে তার মিলিয়ে চিন্তি পারিনা
10.	স্বপ্নের কারণে একবার যে আমার বিরূপ ভাবন হয়েছে সে আর আমার মনে বাসিনা
11.	সমাঝে মূল্যবোধের যে পরিবর্তন হয়েছে তাকে ধোনাধনে গৃহন করা যায়না
12.	কোন ঘটনা অব্যক্তিত মনে হলেও পুয়োজন বোধে সে রূপ ঘটনার সাথে নিজেকে ঝাপ ঝাইয়ে নিতে পারি
13.	আজন্মের ধ্যান ধারনা বা সংস্কার ত্যাগ করতে পারিনা
14.	অসুবিধা হলেও পরিবেশের সাথে বেশ মানিয়ে নিতে পারি
15.	আমি অনেক ব্যাপারেই অনমনীয়
16.	কোন পুচনিত পদ্ধতি উল্লিখে দিলে সহজে তা মেনে নিতে পারিনা

1978 - 79

Self - rating form

প্রতিটি trait বা বৈশিষ্ট্যের সংজ্ঞা পড়ুন এবং বিজ্ঞেকে নিয়ে প্রদত্ত
স্কেলের সাহায্যে যতদূর সঙ্গতব নিরপেক্ষভাবে (objectively) মূল্যায়ন করুন।
প্রতিটি বৈশিষ্ট্য আপনার কতটা পরিমাণে আছে?

১ _____ ২ _____ ৩ _____ ৪ _____ ৫ _____ ৬ _____
অত্যন্ত কম _____ অত্যন্ত বেশী

আপনার নাম ও পদ	বৈশিষ্ট্য	কতটা আছে?
	1. Responsibility	_____
	2. Initiative	_____
	3. Communication ability	_____
	4. Creativity	_____
	5. Analytical	_____
	6. Self-reliance	_____
	7. Flexibility	_____
	8. Loyalty	_____
	9. Team work	_____
	10. Organizational skills	_____
	11. Objectivity	_____
	12. Originality or creativity	_____
	13. Honesty/ sticking to principle	_____

ধন্যবাদ

APPENDIX-F

Definition of Traits

- Responsibility** : যিনি কাজে অত্যন্ত দায়িত্বশীল, একপ্র, সময়নিষ্ঠ, পুংখানুপুংখ ভাবে কাজ করেন, এবং বেশ নির্ভরযোগ্য তার এই বৈশিষ্ট্যটি বেশী থাকবে। যিনি কাজকে এড়িয়ে যেতে পারেন, কাজে তেমন লেগে থাকতে পারেন না, তার এই বৈশিষ্ট্যটি কম পরিমাণে থাকবে।
- Initiative** : যিনি উৎসাহী ও উদ্যোগী, নিজ থেকে কোন কিছু আরম্ভ করার উদ্দীপনা আছে যার, সহজে উদ্যম হারিয়ে ফেলেন না যিনি, কোন কাজেই সিজিয়ে আসার মনোভাব নাই - তার এই বৈশিষ্ট্যটি অধিক।
- Emotional stability.** : যিনি অস্বাভাবিক-তড়িত মন, প্রবল চাপের মধ্যেও কাজ করতে পারেন, রাগের মাথায়ও নিজেকে শিহর রাখার ও নিয়ন্ত্রণ করার ক্ষমতা রয়েছে যার তার এই বৈশিষ্ট্যটি অধিক পরিমাণে থাকবে। যিনি অস্বাভাবিক প্রবল, উত্তেজিত, উৎকণ্ঠিত বা নার্ভাস হবার প্রবণতা আছে, কেবলকি মাথায় কাজ করেন, অলসই ভেঙে পড়েন, তার এই বৈশিষ্ট্যটি কম থাকবে।
- Sociability** : যিনি বেশ মিশুক, অন্যদের সাথে মেলমেশা, চাফেরা ও আনন্দ-উৎসব করতে পছন্দ করেন, লোকজন-বন্ধু বান্ধব নিয়ে থাকেন, সঙ্গেই অন্যদের সাথে আলাপ করতে ও বন্ধুত্ব স্থাপন করতে পারেন তার এই বৈশিষ্ট্যটি বেশী। পছন্দের যিনি তেমন মিশুক বা আলাপী মন, গল্প ও নিরিবিলা তার এই বৈশিষ্ট্যটি কম থাকবে।
- Achievement** : যিনি সাক্ষাৎ, খ্যাতি ও প্রতিষ্ঠা অর্জনে অত্যন্ত আগ্রহী, উচ্চাকাঙ্ক্ষী, দক্ষতা বা গুণের প্রয়োজন এ ধরনের কাজ করতেই অধিক পছন্দ করেন, প্রতিযোগিতা ও প্রতিদ্বন্দ্বিতায় ইচ্ছুক তার এই বৈশিষ্ট্যটি অধিক পরিমাণে থাকবে। যিনি অলসই চুষ্ট, নাম ধামে আগ্রহ নাই তার এই বৈশিষ্ট্যটি কম থাকবে।
- Adaptibility** : নিজেকে সকল অবস্থা হার সাথে খাপ খাইয়ে নেবার ক্ষমতা আছে যার, পরিবর্তিত পরিস্থিতি অথবা অস্বাভাবিক বা প্রতিকূল পরিস্থিতির সাথেও যিনি নিজেকে মানিয়ে নিতে পারেন, যোগাযোগী চলে, আপোষ করতে পারেন তার এই বৈশিষ্ট্যটি অধিক। পছন্দের যিনি অনমনীয় ও কম পরিবর্তনশীল, কারো উপর রাগ বা অনুরাগ পুষে রাখেন, মূলধ্বংস ও সংস্কারের প্রতি রতনশীল তার এই বৈশিষ্ট্যটি কম থাকবে।
- Leadership** : যিনি অন্যদের পরিচালনা ও প্রভাবিত করতে সক্ষম, দলের মধ্যে নেতৃত্বের ভূমিকা নেন, অন্যদের দিয়ে কাজ আদায় করিয়ে নিতে পারেন, যার উপস্থিতিতে অন্যরা সুস্থিত পায়, সুস্পষ্টভাবে যিনি নিজের মতামতকে প্রকাশ করতে পারেন ও বক্তৃতা দিয়ে সক্ষম তার এই বৈশিষ্ট্যটি প্রবল।

- Loyalty to Boss** : যিনি উপরওয়ালাকে অত্যন্ত মেনে চলে, তার বিরুদ্ধে চারণ করা তার পক্ষে সম্ভব নয়, উপরওয়ালার সাথে নানা বিষয়ে মতের ঐক্য না থাকলে ও তার প্রতি বিনয়ী, তিনি এই বৈশিষ্ট্যের অধিকারী। যার উপরওয়ালাকে মেনে চলার খুব একটা প্রবণতা নাই তার এই বৈশিষ্ট্যটি কম থাকবে।
- Honesty** : যিনি চোকা পদ্মস্র বা অন্য কোনভাবে কারো কাছ থেকে কোন প্রকার সুযোগ মেনে না, নৈতিক অবস্থাকে মেনে নিতে পারেন না, সততার প্রতি এখনো প্রসঙ্গ আছে, মানুষের দুর্নীতি পরায়ন হবার ঘট মুক্তি সংগত কারণই থাকুক না কেন তা মেনে নিতে পারেন না, নিজে সততাকে অনুসরণ করেন তার মধ্যে এই বৈশিষ্ট্য অধিক পরিমাণে থাকবে। পছন্দুরে, আড়কের দুর্নীতিগ্রহ সমাজের সাথে নিজেকে মানিয়ে নেওয়াটা যিনি মুক্তি সংগত মনে করেন, দুর্নীতির কারণগুলির উপড়েই ক্ষোভ দেন, ছোটখাটো অন্যায়কে তেমন অন্যায় বলে মনে করেন না তার মধ্যে এই বৈশিষ্ট্য কম থাকবে।
- Personal relations** : মানুষের উপর যার বিশ্বাস ও আস্থা আছে, সহজে নোকের উপর বিরক্ত হয়ে যাননা, মানুষের সাথে প্রায়ই ছুঁন বুঝাবুঝি বা রাগারাগি হয় না, সমালোচনাকে সহজ ভাবে নেন, নোকে যাকে বিশ্বাস করে ও সহায়তা করে তার এই বৈশিষ্ট্য বেশী থাকবে।
- Objectivity** : যিনি নিরপেক্ষ থাকতে পারেন, পছন্দাভিত্তি যার মধ্যে একেবারেই নাই, ব্যক্তিগত সুখ বা চেনাচেনা যাকে প্রভাবিত করতে পারে না তার এই বৈশিষ্ট্য বেশী থাকবে। যিনি বন্ধু বান্দব, দেশের নোক, রাজনৈতিক মতবাদ ইত্যাদির দ্বারা প্রভাবিত হয়ে কাজ করেন তার এই বৈশিষ্ট্য কম থাকবে।
- Originality or creativity** : যিনি স্বতন্ত্রশীল, মৌলিক চিন্তাবিদ, নতুন নতুন ধারণা যার মাধ্যমে আসে, সমাজগতানুগতিক ও সহজ ভিনিয়ে যার আশ্রয় নাই, বুদ্ধির দরকার এমন কাজ বা পরীক্ষা-নিরীক্ষা ও উদ্ভাবনে যিনি আশ্রয়ী তার এই বৈশিষ্ট্যটি প্রবল।
- Firmness/stricks to principle** : যিনি কর্তব্যকর্মের সিদ্ধান্তে অবিচল এবং নিয়ম কানুনকে কঠোরভাবে মেনে চলার কড়গাঠী, তার মধ্যে এই বৈশিষ্ট্য প্রবল। পছন্দুরে পরিস্থিতির প্রয়োজনে যার মধ্যে আইন কানুনকে শিথিল করার প্রবণতা আছে, নীতির বাড়াবাড়ি যার নাই তার মধ্যে এই বৈশিষ্ট্যটি কম থাকবে।

APPENDIX - H

Rating Job performance By Supervisor

ঢাকা বিশ্ববিদ্যালয়
মনোবিজ্ঞান বিভাগ

জনাব,

আমি ঢাকা বিশ্ববিদ্যালয়, মনোবিজ্ঞান বিভাগের অধ্যাপিকা। আমার একটি গবেষণা কাজে আপনার সর্বাঙ্গীণ সহযোগিতা কামনা করছি। আমি আপনার প্রতিষ্ঠানের/বিভাগের নিয়োগ ম্যানেজার/সহকারী ম্যানেজারদের কর্মদক্ষতা সম্পর্কে জানতে ইচ্ছুক। নিম্নে প্রদত্ত শ্কেলের সাহায্যে প্রতিটি ব্যক্তির কর্মদক্ষতা Over-all efficiency সম্পর্কে আপনার সুচিন্তিত মতামত দিন। ম্যানেজার/সহকারী ম্যানেজার হিসাবে তিনি কতটা দক্ষ? আপনার কাছ থেকে এই বিষয়ে মতামত চাওয়ার কারণ এই যে তাঁরা আপনার অধীনে/তত্ত্বাবধানে কাজ করেছেন এবং সুভাবিকভাবেই তাঁদের কাজ কতটা সন্তোষজনক তা আপনি জানেন। কর্মদক্ষতার শ্কেলটিকে সংখ্যার মাধ্যমে কয়েকটি অংশে বিভক্ত করা হয়েছে। ব্যক্তি কতটা পরিমানে কর্মদক্ষতা বিচার করুন এবং প্রতিটি ব্যক্তির নামের পার্শ্ববর্তী ঘরে এই সংখ্যাটি উল্লেখ করুন। সম্পূর্ণ নিঃশেষভাবে আপনার মতামত দিন। এই মনুব্য কেবলমাত্র গবেষণার কাজে ব্যবহৃত হবে এবং এর গোপনীয়তা সম্পূর্ণভাবে রক্ষা করা হবে। অনুগ্রহপূর্বক মাগমাগি বা মোটাছুটি করে দায়সারভাবে মতামত দেবেন না। আপনার সুচিন্তিত ও পরপাতহীন মূল্যায়নের উপর আমার গবেষণার সাকল্য নির্ভর করছে।

১ ২ ৩ ৪ ৫ ৬

কাজে অত্যন্ত
অ-সন্তোষজনক

কাজে অত্যন্ত
সন্তোষজনক

নাম	পদবী	মূল্যায়ন

A Typical Annual Confidential Report(ACR) Form
 Used in Government Offices.

Confidential Report
 Form for Class I
 and II Officers

GOVERNMENT OF.....

 (Name of Service)

 (Name of the Ministry/Division/Department/Office)

ANNUAL REPORT FOR THE PERIOD 19 TO
SPECIAL

PART I

- 1.Name (in block letters).....
- 2.Designation
- 3.Academic Qualifications.....
- 4.Date of birth
- 5.Total Service
- 6.Knowledge of languages
- 7.Special training

	Post held during the period	
Post	Period	Pay and Scale

S. 121-A.

Please see.....Continued.

Remarks	A	B	C	D
1. Intelligence and mental alertness				
2. Judgement & sense of proportion				
3. Initiative and drive				
4. Power of expression:				
(a) Writing				
(b) Speech				
5. Ability to plan, organise and supervise work				
6. Quality and output of work				
7. Perseverance and devotion to duty				
8. Capacity to guide and train subordinates				
9. Co-operation and tact				
10. Integrity:				
(a) Intellectual				
(b) Moral				
11. Sense of responsibility:				
(a) General				
(b) In financial matters				
12. Personality				
13.				
14.				
15.				
16.				
17.				
18. Interest in Social Welfare				
Takes interest in social welfare activities.				
Is inclined to treat this aspect of his duty as routine function.				
19. Interest in economic development				
Is interested in planning and execution of development schemes				
Is inclined to treat this aspect of his duty as routine function				

PART II

The rating should be recorded by initialling the appropriate column or box. The rating denoted by the alphabets is as follows: 'A' Very good; 'A' Good; 'B' Average; 'C' Below Average; 'D' Poor

*20. Behaviour with public	Is modest and helpful..... <input type="checkbox"/>	Is inclined to be arrogant..... <input type="checkbox"/>
21. Standard of living	Lives within known means of income <input type="checkbox"/>	Reported to be living beyond known means of income..... <input type="checkbox"/>
22. Observance of security measures	Takes reasonably good care <input type="checkbox"/>	Inclined to be negligent..... <input type="checkbox"/>
23. Punctuality	Punctual..... <input type="checkbox"/>	Unpunctual..... <input type="checkbox"/>
24. Moulding	Adequate and systematic <input type="checkbox"/>	Inadequate or unsystematic <input type="checkbox"/>

PART III

Comparing him with other officers of the same grade, give your general assessment of the officer by initialling in the appropriate column below.

Very Good	Good	Average	Below Average	Poor	Remarks on special aptitude, if any, e.g. for secretariate, executive, judicial, development or diplomatic work.

FITNESS FOR PROMOTION
(Initial the appropriate box below)

- Recommended for accelerated promotion
- Fit for promotion
- Recently promoted; assessment for further promotion premature.
- Not yet fit for promotion, but likely to become fit in course of time
- Unfit for further promotion, has reached his ceiling

Pen Picture

*Signature of Reporting Officer:

Date 198 .

-: 181 :-

APPENDIX - J

Trait-wise No. of Items Taken for Item-analysis, No. of Items Omitted after Item-analysis, No. of Items Selected.

Traits	No. of items taken for item analysis	No. of items omitted after item analysis.	No. of items selected.
Responsibility	20	9	11
Initiative	15	3	12
Firmness/Sticking to principle	15	4	11
Objectivity	15	4	11
Achievement	17	7	10
Sociability	20	7	13
Emotional Stability	16	4	12
Leadership	21	9	12
Loyalty	17	7	10
Honesty	21	9	12
Personal Relations	21	7	14
Originality/Creativity	21	11	10
Adaptability	16	4	12
Total : 235		85	150

APPENDIX - K

The Multi-Trait Personality Inventory (MPI)

ব্যক্তিত্ব অতীকা
=====

নাম _____ বয়স _____ পুরুষ / মহিলা

শিক্ষাগত যোগ্যতা _____ পেশা _____

তারিখ

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নির্দেশনা

এই পুস্তিকায় মানুষের কতগুলো বৈশিষ্ট্য বা আচরণের বর্ণনা দেয়া হয়েছে। প্রতিটি বর্ণনা বা বিবৃতি মন দিয়ে পড়ুন এবং সিদ্ধান্ত কবুন এগুলি আপনার বেলায় কতটা প্রযোজ্য। বিবৃতিগুলি একজন ব্যক্তি কিতাবে আচরণ করেন, কাজ করেন, অনুভব করেন, কোন কিছু পছন্দ বা বিশ্বাস করেন তারই বর্ণনা। প্রতিটি বিবৃতির পাশে যে স্কেল দেয়া আছে তারই সাহায্যে বিবৃতিটি আপনার বেলায় কতটা প্রযোজ্য তা প্রকাশ করুন। যথোপযুক্ত যায়গায় ✓ চিহ্ন দিন।

নীচে একটি উদাহরণ দেয়া হোল :-

	একেবারেই প্রযোজ্য নয়	কিছুটা প্রযোজ্য	মাঝামাঝি প্রযোজ্য	অনেকটা প্রযোজ্য	অত্যন্ত প্রযোজ্য
আমি নিজের সম্পর্কে বলতে ভালোবাসি	১	২	৩	৪	৫

উক্ত বিবৃতিটি যদি আপনার বেলায় একেবারেই বা মোটেই অথবা কখনোই প্রযোজ্য না হয় তবে ১ এর ঘরে ✓ চিহ্ন দিন, কিছুটা বা সামান্য প্রযোজ্য হলে ২ এর ঘরে ✓ চিহ্ন দিন, মাঝামাঝি অর্থাৎ প্রায় অর্ধেক সময় প্রযোজ্য হলে ৩ এর ঘরে ✓ চিহ্ন দিন, অনেকখানি বা মাঝামাঝির চেয়ে বেশী প্রযোজ্য হলে ৪ এর ঘরে চিহ্ন দিন এবং অত্যন্ত বা সব সময় প্রযোজ্য হলে ৫ এর ঘরে ✓ চিহ্ন দিন।

অপর একটি উদাহরণ দেখুন :-

	একেবারেই প্রয়োজন্য নয়	কিছুটা প্রয়োজ্য	মাঝামাঝি প্রয়োজ্য	অনেকটা প্রয়োজ্য	অত্যন্ত প্রয়োজ্য
নিজ থেকে কোন কাজ আরম্ভ করতে ইচ্ছে হয় না	১	২	৩	৪	৫

উক্ত বিবৃতিটি আপনার বেলায় সম্পূর্ণ প্রয়োজ্য হলে ৫ এর ঘরে ✓ চিহ্ন দিন। উক্তিটি আপনার বেলায় একেবারেই প্রয়োজ্য না হলে অর্থাৎ আপনার মধ্যে সব সময় নিজ থেকে কোন কাজ শুরু করার প্রবণতা থাকলে - এক কথায় উক্তিটি আপনার ক্ষেত্রে সম্পূর্ণ বিপরীত হলে ১ এর ঘরে ✓ চিহ্ন দিন। বিবৃতিটি অতি সামান্য প্রয়োজ্য হলে ২ এর ঘরে, মাঝামাঝি প্রয়োজ্য হলে ৩ এর ঘরে এবং অনেকখানি কিন্তু সব সময় নয় এরূপ হলে ৪ এর ঘরে ✓ চিহ্ন দিন। অর্থাৎ প্রতিটি বিবৃতি কতটা আপনার বেলায় প্রয়োজ্য তা ভেবে উত্তর দিন।

মনে রাখবেন, এটি কোন বুদ্ধি বা দক্ষতা পরীক্ষা নয়, এখানে শুদ্ধ বা অশুদ্ধ বলে কোন উত্তর নেই। এখানে কেবলমাত্র কতগুলো বস্তুব্যয় প্রতি আপনি আপনার প্রতিক্রিয়া জানাবেন যার মাধ্যমে আপনার ব্যক্তিত্বের বৈশিষ্ট্য ফুটে উঠবে। প্রতিটি বিবৃতি নিজের সাথে মিলিয়ে নিয়ে উত্তর দিন এবং পরের বিবৃতি-টির উত্তর দেয়ার সময় আগেরটির সাথে মিলিয়ে দেখবেন না। বিবৃতিগুলি সামাজিকভাবে কতটা সূচিত সে কথা মনে না করে আপনার বেলায় কতটা প্রয়োজ্য তা প্রকাশ করুন। তাড়াতাড়ি উত্তর দিন। কোন একটি বিবৃতির উপর অধিক সময় ব্যয় করবেন না। আমরা আপনার প্রাথমিক প্রতিক্রিয়াটি জানতে চাই, ভেবে চিনে যে উত্তরটি দেবেন তা নয়। প্রতিটি বিবৃতির উত্তর দিন, কোন বিবৃতি বাদ দেবেন না। বিজ্ঞর সম্পর্কে ভুলে ধারণা দেবার জন্য দয়া করে মিথ্যা বলবেন না। আপনার খোলা মনের সঠিক উত্তরটিই আমাদের একান্ত কাম্য। যদি কোন বিবৃতি আপনার বাসব অবস্থার ক্ষেত্রে প্রয়োজ্য নাও হয়, তথাপি অনুব্রূপ অবস্থায় থাকলে যে উত্তরটি আপনার বেলায় প্রয়োজ্য হত সেটি বেছে নিন।

আপনাকে না বলা পর্যন্ত আরম্ভ করবেন না।

বিবৃতি	একেবারেই	কিছুটা	আমামাঝি	অনেকটা	অত্যন্ত
	প্রযোজ্য নয়	প্রযোজ্য	প্রযোজ্য	প্রযোজ্য	প্রযোজ্য
	১	২	৩	৪	৫
১। মানুষের চাইতে বই-এর সংগ আমার অধিক পাম্য					
২। দলীয় আলোচনা, আমি প্রায়ই চূপচাপ থাকি					
৩। সহজ ও গতানুগতিক কাজই পছন্দ করি					
৪। আমি খুব কৌশলী ও কূটনীতিবিদ নই					
৫। বন্ধু-বান্ধবদের আলদারে মাঝে মাঝে অনাব্য কাজও করতে হয়					
৬। আমার উপর অর্পিত কাঙ্ক্ষিতমতো সম্পন্ন করতে না পারলে তীব্র আত্মবিকারিত বোধ করি					
৭। আমি রাগ নিয়ন্ত্রণ করতে পারি না					
৮। মানুষের সাথে ঝামাঝাই রাগারাগি করে পরে অনুতাপ করি					
৯। প্রবল মানসিক চাপের মধ্যেও কাজ করে যেতে পারি					
১০। কোন কিছুতে বিভ্রাট ঘটলে নার্ভাস হই যাবার প্রবণতা আছে					
১১। আমি আগের চাইতে বিদ্যাক্ষেত্র বর্ধিত প্রাধান্য দেই না					

বিবৃতি	একবারেই প্রযোজ্য নয়	কিছুটা প্রযোজ্য	মাঝামাঝি প্রযোজ্য	অনেকটা প্রযোজ্য	অত্যন্ত প্রযোজ্য
১২। নতুন কিছু উদ্যোগ নিতে আমার তৃষ্ণা হয়					
১৩। উপরোক্তগুলোর সাথে মাঝিচুে চলার মানসিকতা আছে					
১৪। মানুষ আমাকে সূজনশীল মনে করে না					
১৫। নীতি বা নীতি বলে আমার একটু দুশ্চিন্তা আছে					
১৬। আমি তেমন মিশুক নই					
১৭। আমি নিজে একজন মৌলিক চিন্তাবিদ বলে মনে করি না					
১৮। পারদর্শিতা ও দক্ষতার প্রয়োজনকেবল মাত্র এখন ধারণার কা করতে অধিক পছন্দ করি					
১৯। কখনো বা মানসিক চাপ বা আঘাতের মুখে তেংগে পড়ি					
২০। আমি কোন কার্য একগ্রন্থভাবে করতে পারি না					
২১। আমার উদ্যম ও উদ্দীপনার বেশী আছে বলে মনে হয় না					
২২। সংগত কারণে এ বার যে আমার বিরাগভাজন হয়েছে, সে আর আমার মন পায় না					

বিবৃতি	একেবারেই প্রয়োজ্য নয়	কিছুটা প্রয়োজ্য	মাঝামাঝি প্রয়োজ্য	অনেকটা প্রয়োজ্য	অত্যন্ত প্রয়োজ্য
২৩। সমালোচনাকে উদারভাবে গ্রহণ করার মানসিকতা আছে					
২৪। যে প্রকল্পের কাজ সাময়িকভাবে বন্ধ হয়ে গিয়েছে তা আবার চালু করার উদ্যোগ গ্রহণ করি					
২৫। আমি তিকমতো আমার নিজের মতামত ব্যক্ত করতে পারি না					
২৬। কোন ঘটনা অবাস্তব মনে হলেও প্রয়োজনবোধে সেসব ঘটনার সাথে নিজেকে খাপ খাইয়ে নিতে পারি					
২৭। আঙ্গুরের ধ্যান ধারণা বা সংস্কার ত্যাগ করতে পারি না					
২৮। আর্থিক বা অন্য কোন সুযোগের বিনিময়ে কোন ব্যক্তি বা সংস্থার উপকার করাকে অন্যায্য বলে মনে করি না					
২৯। উপরওয়ালার আদেশে অতিরিক্ত খরচে হলে বিরক্ত বোধ করি					
৩০। একটি নির্ধারিত সময় সূচীমেনে চলতে পারি না					
৩১। লোকের অনুনয় বিনয়ে শির বাকতে পারি না বলে কিছু নিয়ম বহির্ভূত কাজ করে ফেলি					
৩২। উপরওয়ালার সব নির্দেশই মেনে চলতে হবে এমন কোন কথা নেই					
৩৩। কোন কাজ হাতে নিলে তা পূর্ণাঙ্গুণ্যভাবে সম্পন্ন করি					

বিবৃতি	একেবারেই	কিছুটা	মাঝামাঝি	অনেকটা	অত্যন্ত
	প্রযোজ্য নয়	প্রযোজ্য	প্রযোজ্য	প্রযোজ্য	প্রযোজ্য
৩৪। কোন সমাবেশে লোকদের পরিচয় করিয়ে দেবার দায়িত্ব নিতে পছন্দ করি					
৩৫। আবেগের দিক থেকে আমি কিছুটা ভার সাম্যহীন					
৩৬। বেশ কিছু সংখ্যক লোকের সাথে যাবিয়ে চলতে পারি না					
৩৭। আমার কৃতিত্বকে আমি সব সময় অন্যদের সাথে তুলনা করে দেখি					
৩৮। আমার উপর কাজের ভার দিয়ে অন্যরা মিশিনি থাকেন					
৩৯। আমি অন্যদের বিশ্বাস করি না যতদূর না তারা নিজেদের বিশ্বস্ততা প্রমাণ করে					
৪০। সমস্যার মোকাবেলায় সহজেই আপোষ করতে পারি					
৪১। প্রতিষ্ঠানের নেতৃত্ব আমার রাজ-নৈতিক বিশ্বাসের বিরুদ্ধ মতাবলম্বী হলে ঐ নেতৃত্বকে প্রত্যাখ্যান করতে পারি না					
৪২। অন্যদের সহজেই অনুপ্রাণিত বা উদ্বুদ্ধ করতে পারি					
৪৩। জাবনে যতটা সাক্ষ্য গ্রহণ করেছি ততই আমি সন্তুষ্ট					
৪৪। নিজেকে যেচে কারো সাথে আলাপ করতে পারি না					

বিবৃতি	একেবারেই প্রযোজ্য নয়	কিছুটা প্রযোজ্য	মাঝামাঝি প্রযোজ্য	অনেকটা প্রযোজ্য	অত্যন্ত প্রযোজ্য
৪৫। সমাজে মূল্যবোধের যে পরি- বর্তন হয়েছে তাকে মোলা মনে গ্রহণ করা যায় না					
৪৬। আমি আমার সব কাজ ও পরিকল্পনা শুধুমাত্র সকলতাকে লক্ষ্য করে এগিয়ে চলি					
৪৭। মানুষের সাথে প্রায়ই আমার ভুল বুঝাবুঝি হয়					
৪৮। অন্যদের মতামতকে প্রত্যাখ্যাত করতে সক্ষম নই					
৪৯। বৃহৎ সমাবেশে বক্তৃতা দিতে পছন্দ করি না					
৫০। প্রতিযোগিতামূলক কাজে যোগ দিতে খুব বেশী ইচ্ছুক নই					
৫১। কোন প্রচলিত পদ্ধতি উদ্ভিষ্টে দিনে সমাজে তা মেনে নিতে পারি না					
৫২। সংকটপূর্ণ সময়ে আমার উপস্থিতি অন্যদের মনে যুক্তি আনয়ন করে					
৫৩। যুগের ধর্ম অনুযায়ী যে কোন প্রকারে ধনী হতে চাই					
৫৪। উপরওয়ালার যোগ্যতার দিক থেকে আমার চাইতে উৎকৃষ্ট না হলে তাকে মেনে নিতে পারি না					
৫৫। লোকের উপর অল্পেই ঐর্ষ্যা হারিয়ে ফেলি					

বিবৃতি	একেবারেই প্রযোজ্য নয়	কিছুটা প্রযোজ্য	মাঝামাঝি প্রযোজ্য	অনেকটা প্রযোজ্য	অত্যন্ত প্রযোজ্য
৫৬। প্রশাসনিক দিক থেকে কর্তার বাঁকি					
৫৭। কাজে কোন ভীতি বা হুমকির সম্মুখীন হলে কাজটি চালিয়ে যেতে রাজী নী					
৫৮। যাতায়াত ব্যয় আঁককাল এত বেড়েছে, যে মাঝে মাঝে ব্যক্তিগত যাতায়াত অফিসের ট্যুর এর মধ্যে অন্তর্ভুক্ত করে নেই					
৫৯। যে সব কাজে লোকজন পরিবে- শিত হয়ে থাকতে হয় আমি সে সব কাজ পছন্দ করি না					
৬০। অতি সহজেই অন্যদের সাথে আমার বন্ধুত্ব হয়ে যায়					
৬১। টাকা দিয়ে কারো জন্য বাতুলি কাজ করে দেয়াকে 'দুষণীয়' বলে মনে করি না					
৬২। আমার প্রচুর বন্ধু আছে					
৬৩। সম্পূর্ণ নিরপেক্ষভাবে সিদ্ধান্ত নেয়া সম্ভব নয়					
৬৪। চিন্তা ভাবনা করতে হয় এমন আলোচনাতে আমি আগ্রহী নী					
৬৫। আমার যথেষ্ট আস্থা বিশ্বাস নাই					
৬৬। উপরওয়ালার সাথে নানা বিষয়ে আমার মতবৈক্য হয়					

বিবৃতি	একেবারেই প্রযোজ্য নয়	কিছুটা প্রযোজ্য	মাঝামাঝি প্রযোজ্য	অনেকটা প্রযোজ্য	অত্যন্ত প্রযোজ্য
৬৭। এমন কি হতাশাগ্রস্ত অবস্থাতেও আমি আত্ম নিয়ন্ত্রণে সক্ষম					
৬৮। আমি কয়েকটি সামাজিক দল বা সংগঠনের দায়িত্বশীল পদে নিযুক্ত আছি					
৬৯। সব কাজেই বিদ্রূপী হবার মনোভাব আমার তীব্র					
৭০। যুক্তি-তর্কে কেউ আমাকে হারিয়ে দিলে আমি তা সহজভাবে গ্রহণ করতে পারি না					
৭১। পৌঁছের মাধ্যমে অনেক কাজ করে শেখি					
৭২। লোকে আমাকে একটি আবেগ প্রবণ বলে মনে করে					
৭৩। ব্যক্তিগত কাজের জন্য অনেক সময় অতিরিক্ত কাজ সাময়িকভাবে রোধে চলে আসতে হয়					
৭৪। কর্মক্ষেত্রে আমি এমন একটা কিছু করে যেতে চাই যাতে পরবর্তী কালে অন্যরা আমার দৃষ্টান্ত দেখে					
৭৫। অন্যদের পরিচালনা করার দায়িত্ব দিতে পছন্দ করি না					
৭৬। দায়িত্বপূর্ণ কাজে উপন্যাসকাররা আমাকেই স্মরণ করেন					
৭৭। সহকর্মী ও বন্ধু-বান্ধবরা আমার কাজে সূতঃ প্রবৃত্ত হয়ে এগিয়ে আসে					

বিবৃতি	একেবারেই প্রযোজ্য নয়	কিছুটা প্রযোজ্য	খাটখামাটি প্রযোজ্য	অনেকটা প্রযোজ্য	অত্যন্ত প্রযোজ্য
৭৮। অসুবিধা হলেও পরিবেশের সাথে বেশ মানিয়ে নিতে পারি					
৭৯। প্রথা অনুকরণের দিকে আমার মোক নাই					
৮০। আমার বাড়ীতে লোকজন বা বন্ধু-বান্ধবদের ভীড় নেগেই থাকে					
৮১। আমি যে ক্ষেত্রেই কাজ করি সেখানে সবাইকে অতিশ্রম করে তেতে চাই					
৮২। িনুশীল ব্যক্তিদের সমাবেশে যেতে খুব একটা আগ্রহ বোধ করি না					
৮৩। যুগের সাথে তাল মিলিয়ে চলতে পারি না					
৮৪। অন্যের দ্বারা প্রত্যাশিত বলে কারো প্রতি ভালো বা মন্দ আচরণ করি না					
৮৫। অন্যের বিরূপ ভাবন হব হেনেও সত্য কথা বলতে ইতস্ততঃ করি না					
৮৬। অধঃস্থদের মূল্যায়ন কেবলমাত্র কাজের ভিত্তিতেই করি না					
৮৭। কোন কাজ শেষ না হওয়া পর্যন্ত নেগে থাকতে এক্ষেত্রে মি বোধ করি					
৮৮। অন্যদের দিয়ে বেশ কাজ করিয়ে নিতে পারি					

বিবৃতি	একেবারেই প্রযোজ্য নয়	কিছুটা প্রযোজ্য	মাঝামাঝি প্রযোজ্য	অনেকটা প্রযোজ্য	অত্যন্ত প্রযোজ্য
৮৯। কর্তৃপক্ষের সমালোচনা গায়ে লাগে					
৯০। আমি যাদের কাছেই কাজ করেছি তারা আমাকে অনুগত বলে জানেন					
৯১। অন্যদের সাথে তর্ক বিতর্কের মাধ্যমে নিজের মতামত প্রতিষ্ঠিত না করাই ভাল মনে করি					
৯২। আমি সব সময় ঘটনার চুলচেরা বিচার বিশ্লেষণ করে কাজ করতে পারি না					
৯৩। আমি একেবারে উদ্বেগ বা দুশ্চিন্তা- মুক্ত হতে পারি না					
৯৪। আমি বেশ লাজুক					
৯৫। সকলকে নিয়ে কাজে মাপিয়ে পড়ার অভ্যাস আছে					
৯৬। অন্যের সুখ-দুঃখকে নিজের বলে ভাবতে পারার মতো মহৎ নই					
৯৭। বিপদের মুখেও কর্তব্য কর্মে অবিচল থাকি					
৯৮। নিজেই সকল উদ্যোগ নিয়ে কাজ করি					
৯৯। ছোট-খাট অন্যান্য করলে তার প্রতিকূল ভোগ করতে হয় বলে মনে করি না					

বিবৃতি	একেবারেই প্রযোজ্য নয়	কিছুটা প্রযোজ্য	মাঝামাঝি প্রযোজ্য	ধনেকটা প্রযোজ্য	অত্যন্ত প্রযোজ্য
১০০১ মানুষকে একটু খোঁচা দিয়ে কথা বলতে পছন্দ করি					
১০১১ অধঃস্থনদের প্রতি ব্যবহারে মোটাই পরপাতিত্ব করি না					
১০২১ সামাজিক উৎসব বা অনুষ্ঠানে নিজেকে কিছুটা আড়ালে রাখতে ভালোবাসি					
১০৩১ আমি সংজ্ঞেই অন্যের দ্বারা প্রভাবিত হই					
১০৪১ আমি আমার সহকর্মীদের সাইতে ভালভাবে কাজ সম্পন্ন করার চেষ্টা করি					
১০৫১ জনপ্রিয়তা বহা, রাগাল জন্মা মাঝে মাঝে বি.ম-কানুন লিখিল কাজে হয়					
১০৬১ কোন প্রকার সুবিধা পাবার জন্য কারো কাজ/কাজের ক্ষতিতে রাখি না					
১০৭১ এমন কি বিপরীত পন্থারদের সৌভা- দের কথাও ঐর্ষ্য ও নোযোগ দিয়ে গুনে থাকি					
১০৮১ আমার পরিচিত মোদেরা আধাৎ অত্যন্ত দায়িত্বশীল বলে মনে করে					
১০৯১ শিল্পেতে ত্রুটি থাকলেই মোকে দুর্নীতি পরায়ন হয়					
১১০১ অধঃস্থনদের কাজের ত্রুটি দেখলে বিরক্ত হয়ে যাই					

বিবৃতি	একবারেই কিছুটা	মাঝামাঝি	অনেকটা	অত্যন্ত
	প্রযোজ্য নয়	প্রযোজ্য	প্রযোজ্য	প্রযোজ্য
১১১। নিজস্ব কর্মক্ষেত্রে কোন সমস্যার উদ্ভব হলে বিষয়ই সে সমস্যার সমাধানে এগিয়ে আসি				
১১২। কর্মচারীদের ব্যক্তিগত জীবনের সুখ সুবিধার খোঁজ খবর নেওয়াটা সংগত বলে মনে করি না				
১১৩। দলীয় কাজের পরিকল্পনা আমিই দিয়ে থাকি				
১১৪। সব সমস্তু নীতি বা নিয়ম মেনে চলা সম্ভব নয়				
১১৫। আমি কেবলমাত্র তথ্যই সন্নিবেশিত করি যখন কোন কাজ সুচালা-ভাবে সম্পন্ন করি				
১১৬। অবশ্যই আগে বা পরোচনায় দুর্বলতা করতে হয় বলে মনে করি				
১১৭। কোন দায়িত্ব ঘাড় পড়লে বিরক্ত বোধ করি				
১১৮। লোকের বোকামি দেখলে রেগে যাই				
১১৯। আমার মাঝামাঝি তানেক 'আইডিয়া' আছে				
১২০। আমি অস্বাভাবিক উত্তেজিত বা উৎকর্ষিত হতে পড়ি				
১২১। আমি নিয়ম-কানুনকে কঠোরভাবে অনুসরণ করার পক্ষপাতী নই				

বিবৃতি	একেকার একে কিসুটা প্রয়োজন	আমারামাণি প্রয়োজন	অনেকটা প্রয়োজন	অত্যন্ত প্রয়োজন
১২২। যথোপযুক্ত কারণে কাজে পারি না				
১২৩। লোক বিয়োগের সময় আমি কোনোনা ও সুপারিশপত্রকে গুরুত্ব দিই না				
১২৪। জগবান্দনে আমার আগ্রহ প্রবল				
১২৫। বন্ধু-বন্ধব, আত্মীয়-স্বজন নির্থে বাধ্য হইতে হইলে উৎসব কাজে পছন্দ করি				
১২৬। অসিমে পৌছিতে অনেক সময় বিয়োগ হয়				
১২৭। পরিবারের হেলে কেহুদের চিন্তাধারা ও মতামতকে কোন গুরুত্ব দেই না				
১২৮। অধিব্যর্থ কারণে আমে আরো কাজে যাতিয়া পাব হইবে উঠে না				
১২৯। সং জীবন যাপন করে জীবনে প্রতিষ্ঠানাত সম্ভব নহু বনেই আমার বিশ্বাস				
১৩০। আমার একটা প্রচন্ড অনু- সন্ধিঃসু মন হয়েহে				
১৩১। প্রায়ই বন্ধু-বান্ধবদের পার্শ্বতে নির্থে হেটে বা				
১৩২। পরিবর্তিত পরিস্থিতিতে নিজেকে সংক্ষেপে উপস্থিত হইতে পারি না				

বিষয়	একেবারেই	কিছুটা	মাঝামাঝি	অনেকটা	অত্যন্ত
	প্রযোজ্য নয়	প্রযোজ্য	প্রযোজ্য	প্রযোজ্য	প্রযোজ্য
১৩৩। নিজের কোন লোক অন্যায় করেন তাকে রক্ষা করা কঠিন বলে মনে করি					
১৩৪। কোন কার্যই পিছিয়ে দাড়াই না					
১৩৫। কোন আলাপ আলোচনায় আমার বক্তব্যের প্রতি লোকে কমই নজর দেয়					
১৩৬। দলীয় কাজে আমিই নেতৃত্ব দিয়ে থাকি					
১৩৭। উৎপাদন বা কর্মসূচির জন্য নতুন নতুন পদ্ধতি বের করি					
১৩৮। কঠোর সমালোচনার মধ্যও নিজেকে শিখা যাতে পারি					
১৩৯। কোন বিষয়ে একবার যে সিদ্ধান্ত নেয়া হয়েছে সাধারণতঃ তাতে অটল থাকি					
১৪০। কেউ আমার কাছ থেকে উপকার পেতে কুতূহল পূর্ণ আশাকে কিছু উপহার দিলে আমি তা গ্রহণ করি					
১৪১। কোন কাজ পূর্ণ করার আগে আমি ঐ কাজের একটা পরিকল্পনা করে নেই					
১৪২। বামা বামাবিলের সম্মুখীন হলেও কোনো পরিকল্পনা পরিত্যাগ করি না					
১৪৩। যা নয়, বা যুক্তিসংগত বলে জানি তা যদি সবার দৃষ্টিতে বিরুদ্ধেও হয় তাপি তা থেকে পিছপা হই না					

বিবৃতি	একেবারেই প্রযোজ্য নয়	কিছুটা প্রযোজ্য	মাঝামাঝি প্রযোজ্য	অনেকটা প্রযোজ্য	অত্যন্ত প্রযোজ্য
১৪৪। নতুন কোন কাজ পেলেই উৎসাহিত হয়ে ঐ কাজে লেগে যাই					
১৪৫। বৈতিক মূল্যবোধের অব- স্থাকে মেনে নিতে পারি না					
১৪৬। আমি কোনোটি সামাজিক বা সাংস্কৃতিক সংগঠনের সাথে জড়িত আছি					
১৪৭। ব্যক্তিগত দ্বার্দে উপেক্ষা করে কাজ করা সম্ভব নয়					
১৪৮। উর্দ্ধতন কর্মকর্তার অন্যান্য আকারেও মেনে নিতে হয় এ বিষয়ের কথা দেবে					
১৪৯। অন্যের সহায়তা ছাড়া পুনর্জ- পূর্ণ শিক্ষার উৎসাহিত হতে অস্বস্তি বোধ করি					
১৫০। কোন কাজ শুরু করে অকৃতকার্য হলে উদ্যম হারিয়ে দেনি					
১৫১। কয়েক বৎসর আগেও অধঃস্বল্প উপার্জনমূল্যে বৈশেষিক মান- গণ্য করত এখন তা করে না বলে অত্যন্ত হতাশ বোধ করি					
১৫২। আমি সহজেই আবেগ প্রবণ হয়ে পড়ি					
১৫৩। আমি যে কোন পরিস্থিতি মোকাবেলা করতে সক্ষম					
১৫৪। আমার নিজস্ব কিছু 'মতবাদ' রয়েছে					

ক্র.সং.	বিবৃতি	একক/ব্যাংক/ই প্রয়োজন নং	কিস্তি প্রযোজ্য	সাময়িক প্রয়োজ্য	বেকিং প্রযোজ্য	অন্যান্য প্রযোজ্য
১৩৩।	বান্ধা বাধা বিহীন জন্য কাজের জন্য কিস্তি প্রদানের সময় বৈশিষ্ট্যিক পক্ষে স্বীকার করা হবে					
১৩৪।	সাময়িক ব্যক্তিগত প্রাবল্য বৃদ্ধির সামঞ্জস্য করে					
১৩৫।	নতুন নতুন কার্যক্রমে ভিত্তিক করা করে কিস্তি করা হবে					
১৩৬।	উপস্থাপনা প্রক্রিয়া পূর্ণতর কাজের সময় পরিশোধ করে করা হবে					
১৩৭।	কিস্তি প্রদানের ক্ষমতা সাময়িক কাজের ক্ষমতা প্রদানের কাজের ক্ষমতা প্রদানের					
১৩৮।	কিস্তি প্রদানের ক্ষমতা সাময়িক কাজের ক্ষমতা প্রদানের কাজের ক্ষমতা প্রদানের					
১৩৯।	উপস্থাপনা প্রক্রিয়া পূর্ণতর কাজের সময় পরিশোধ করে করা হবে					
১৪০।	কিস্তি প্রদানের ক্ষমতা সাময়িক কাজের ক্ষমতা প্রদানের কাজের ক্ষমতা প্রদানের					
১৪১।	কিস্তি প্রদানের ক্ষমতা সাময়িক কাজের ক্ষমতা প্রদানের কাজের ক্ষমতা প্রদানের					
১৪২।	কিস্তি প্রদানের ক্ষমতা সাময়িক কাজের ক্ষমতা প্রদানের কাজের ক্ষমতা প্রদানের					
১৪৩।	কিস্তি প্রদানের ক্ষমতা সাময়িক কাজের ক্ষমতা প্রদানের কাজের ক্ষমতা প্রদানের					
১৪৪।	কিস্তি প্রদানের ক্ষমতা সাময়িক কাজের ক্ষমতা প্রদানের কাজের ক্ষমতা প্রদানের					
১৪৫।	কিস্তি প্রদানের ক্ষমতা সাময়িক কাজের ক্ষমতা প্রদানের কাজের ক্ষমতা প্রদানের					

বিষয়টি	একেবারেই প্রযোজ্য নয়	কিছুটা প্রযোজ্য	মাঝামাঝি প্রযোজ্য	অনেকটা প্রযোজ্য	অত্যন্ত প্রযোজ্য
১৬৬। আমাকে একজন উদ্যোগী লোক বলে অনেকে মনে করে না					
১৬৭। 'চাপের' মুহুর্তে অকিঞ্চিৎকর কানুন ভাঙি না					
১৬৮। আমার উপর আমার প্রানের লোক- জনদের দাবী আছে বলে তাদের কিছু কাজ অস্বীকার করে দেই					
১৬৯। উদ্বেগবিহীনভাবে বিপ্লব বিচে পারি					
১৭০। মৌলিক তিনুর দরকার না কিংবা না নেও সব অল্প এমন কাজ করতে উৎসাহি পাঠি না					
১৭১। এখন লোকদের কাজ সব সময়ে পূর্ণ পরীক্ষা করে সহি নেয়া সম্ভব নয়					
১৭২। বনা-বান্ধে বা লোকজন নিয়ে সময় কাটাতে ভালবাসি					
১৭৩। সৎ জীবন যাপনের মধ্যে আজ- কাল আর গৌরব নাই বলেই আমি মনে করি					
১৭৪। নিজস্ব রাজনৈতিক মতবাদ দ্বারা প্রভাবিত হয়ে কাউকে বিচার করি না					
১৭৫। লোকে আমাকে তিনুক এটার জন্য আমার দু'ব একটা মান্য ব্যাধা নই					
১৭৬। আমি অনেক ব্যাপারেই অনমনী					

বিবৃতি	একেবারেই প্রযোজ্য নয়	কিছুটা প্রযোজ্য	মাঝামাঝি প্রযোজ্য	অনেকটা প্রযোজ্য	অত্যন্ত প্রযোজ্য
১৭৭। প্রয়োজন হলে কর্তৃপক্ষের বিবুদ্ধে যেতে আপত্তি নাই					
১৭৮। যদি কোন কাজ না করে পারা যায় তা হলে আমি তা করি না					
১৭৯। লোকের উপর এ নো আমার যথেষ্ট আস্থা আছে					
১৮০। কাজে উদ্যোগ নিয়ে তা শেষ করা পর্যন্ত ঠৈখ্য থাকে না					
১৮১। অনেকেই আমার কাছে তাদের মনের কথা বলে বনে					
১৮২। কর্মক্ষেত্রে ব্যক্তিগতভাবে উপকৃত হবার সুযোগ পেনে, যেমন ব্যবস্থা করা, সে সুযোগ গ্রহণ করি					
১৮৩। কোন কাজে একবার হাত দিলে কাজটির শেষ না দেখে হাড়ি না					
১৮৪। উপরওয়ালার কোন কথাই মেনতে পারি না					
১৮৫। আমি নতুন কিছু 'উদ্ভাবনে' আগ্রহী					
১৮৬। আমি মনে করি যে প্রত্যেক মানুষই মূলতঃ সৎ					
১৮৭। যেসব সমস্যা অন্যদের জন্য কঠিন আমি সেগুলিই সমাধান করতে চাই					

বিবৃতি	একেবারেই প্রযোজ্য নয়	কিছুটা প্রযোজ্য	মাঝামাঝি প্রযোজ্য	অনেকটা প্রযোজ্য	অত্যন্ত প্রযোজ্য
১৮৮। অনেকজন লোকজনের সাথে কথাবার্তা বা বন্ধে হাঁপিয়ে উঠি					
১৮৯। অসুবিধা থাকলেও আমার উপর ম্যাক্স ক্রিম সম্পন্ন করি					
১৯০। যে সব কাজে খ্যাতি বা উন্নতি নাভি করা যায় না সেসব কাজে আমার তেমন উৎসাহ নাই					

APPENDIX - L

An English rendering of the MTPI

Name _____ Age _____ Male/Female

Educational qualification _____ Profession _____

Date _____

Instructions

This booklet contains some statements on characteristic patterns of human behaviour. Please read each statement carefully and decide how far it applies to you. The statements describe how a man behaves, works and feels as well as his likes and dislikes and beliefs. Please state with the help of the scale given against each statement how far the particular statement is applicable to you. Please put ✓ mark at the appropriate space.

An illustration is given below :-

I like to talk about myself.

Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
1	2	3	4	5

If the statement is not at all and at no time applicable to you, put a ✓ mark in column 1; if applicable slightly or to a little extent, put a ✓ mark in column 2; if applicable about half of the time, put a ✓ mark in column 3; if applicable to a large extent or more than half of the time, put a ✓ mark in column 4; and when it is very much applicable or applicable for all the time, put the ✓ mark in column 5.

Please see another illustration :-

Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to large extent	very much applicable
1	2	3	4	5
I do not feel inclined to initiate any work myself				

If this statement applies to you fully, put a mark in column 5. Put mark in column 1 if the statement does not apply to you at all, i.e. you have a tendency always to begin some work at your own initiative or in other words, if the statement is fully contrary to your case. If the statement is slightly applicable, put mark in column 2; if applicable half of the time put mark in column 3 and put the mark in column 4 when it applies to a large extent but not always. Make a thorough assessment about the extent of applicability of each statement to your case and then reply.

Please remember, it is not an intelligence or proficiency test. There is no right or wrong answer here. You will just give your reaction to some statement which will reflect the characteristics of your personality. Examine each statement in your own context and then reply. While replying to one statement, do not compare it with the replies given to other previous statements. State how far the statements are applicable to your case without considering how far these are desirable socially. Give quick replies. Do not spend too much time over any statement. We want your first reaction, not what you will state after giving a lot of thinking on it. Give your reply to each statement, do not omit any statement. Do not make a false statement to give a wrong notion about yourself. What we earnestly desire is your honest reply given with an open mind. If a statement is not applicable to your present situation, choose the reply that would have been applicable to you in a similar situation.

Please await the signal to begin.

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
	1	2	3	4	5
1. I prefer the company of books to that of men					
2. I often keep quiet in group discussions					
3. I like simple and routine type of job					
4. I am not very tactful and diplomatic					
5. Sometimes I have to take recourse to unfair act to oblige friends					
6. I feel very uneasy if I cannot accomplish properly the task entrusted to me					
7. I cannot check temper					
8. For nothing I get into temper with people and then repent it					
9. I can work even under severe mental pressure					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
10. I have a tendency of getting nervous if anything goes wrong					
11. I do not give more weightage to conscience than to emotion					
12. I am afraid of initiating new venture					
13. I have the disposition for getting along with the boss					
14. People do not consider me as creative					
15. I have rather a bad reputation for being a moralist					
16. I am not that social					
17. I do not consider myself an original thinker					
18. I prefer only such work as demands skill and proficiency					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
19. Sometimes I break down in the face of mental strain or shock					
20. I cannot devote myself wholly to any task					
21. I do not seem to have enough zeal and enthusiasm					
22. One who rightly incurs my displeasure once, cannot earn my heart again					
23. I accept criticisms gracefully					
24. I take initiative to start work again on projects which have been temporarily suspended					
25. I cannot express my views appropriately					
26. I can adjust myself, if necessary, with such events as may appear undesirable					
27. I cannot forsake life-long prejudices and beliefs					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
28. I do not think it unfair to help any person or organisation in exchange of money or any benefits					
29. I get annoyed if I am to put in additional labour at the instance of superiors					
30. I cannot adhere to a fixed schedule					
31. I sometimes act against the rules as I cannot withstand requests and entreaties of people					
32. It is not binding to carry out each and every order of the boss					
33. I thoroughly accomplish any job I undertake					
34. I welcome the responsibility of introducing people in any gathering					
35. I am a bit imbalanced emotionally					
36. I cannot get along with quite a good number of people					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
37. I always compare my achievements with others					
38. People rest assured leaving the responsibility of any job with me					
39. I do not trust others till they prove their fidelity					
40. I can compromise easily when confronted with problems					
41. I have no respect for leadership of the establishment which holds opinion contrary to my political views					
42. I can easily inspire or imbue others					
43. I am satisfied with what I have achieved in life					
44. I cannot volunteer to talk to others					
45. The changes in values that have come about in the society cannot be accepted without reservation					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
			2	1	5
46. I move ahead with all my actions and plans for achieving ultimate success					
47. People often misunderstand me					
48. I cannot influence the opinions and views of others					
49. I do not like to address big gatherings					
50. I am not much inclined to go in competition					
51. I cannot easily accept reversion of any existing system					
52. My presence during a crisis brings a sense of relief among others					
53. I want to be rich by any means as is the go of the day					
54. I find it difficult to remain obedient to superiors unless they are more capable than I					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
	1	2	3	4	5
55. I easily get impatient with people					
56. I am strict in administrative matters					
57. I am not willing to carry on with a job if confronted with fear or threat					
58. The conveyance cost has increased so much these days that I have to include personal travels in official tours					
59. I would not like a job in which I have to remain surrounded by people					
60. I develop friendship with others quite easily					
61. I do not consider it wrong to do some additional work for anyone in lieu of money					
62. I have a good number of friends					
63. It is not possible to be absolutely impartial in taking decisions					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
64. I am no longer interested in discussions which requires a lot of mental exercise					
65. I do not have enough self-confidence					
66. I differ with my superiors on various issues					
67. I am capable of self-control even in a frustrating situation					
68. I am holding responsible positions in several social groups or organisations					
69. I have a desperate longing for victory in all my pursuits					
70. I cannot accept the position if I am defeated in arguments and reasonings by others					
71. I act quite often on the spur of the moment					
72. I am taken as a bit sentimental					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
73. I have often to leave official work for the time being for some personal work					
74. I want to do something unique in my realm of work which may later be cited as example					
75. I do not like to take the responsibility of leading others					
76. Superiors fall upon me for responsible work					
77. Colleagues and friends come forward voluntarily to help me in my work					
78. I can adjust well with environment despite inconvenience					
79. I have no tendency in following set rules					
80. My house is always crowded with people or friends and associates					
81. I want to excel everybody in whatever field I work					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
82. I do not feel encouraged to go to a gathering of intellectuals					
83. I cannot pass on well with the go of the day					
84. I do not behave or misbehave with anyone at the instance of others					
85. I do not hesitate to speak the truth even at the risk of incurring displeasure of others					
86. I do not evaluate the subordinates on the basis of work alone					
87. I feel monotonous in sticking to a job till its completion					
88. I can get work done by others easily					
89. Criticism of authorities pinches me					
90. I am known to be obedient to all those with whom I have worked					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
91. I prefer not to try to establish my views by arguing with others					
92. I cannot always act after making threadbare judgement of facts					
93. I cannot get rid of worries and anxieties altogether					
94. I am quite shy					
95. I have the tendency of plunging into work taking others along					
96. I am not that great as to consider the weal and woe of others as mine					
97. I stick to my duties even in the face of danger					
98. I take all the initiative myself					
99. I do not think that one has to pay the penalty for minor offence					

Statement	Not at all Appli- cable	Slight- ly app- licable	Appli- cable half of the time	Appli- cable to a large extent	Very much appli- cable
100. I enjoy to taunt others a little					
101. I do not discriminate at all in my behaviour with subordinates					
102. I like to keep myself, somewhat aloof in social festivities and functions					
103. I am easily influenced by others					
104. I try to do my job better than my colleagues					
105. Sometimes rules and regulations have to be relaxed for the sake of maintaining popularity					
106. I do not withhold any work/delay disposal of files for getting any benefit					
107. I listen with care and patience even to those who hold views contrary to me					
108. My acquaintants consider me to be highly responsible					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
109. People become corrupt if there is fault in the system					
110. I become annoyed if I detect faults in the work of subordinates					
111. If any problem crops up in my place of work I myself go forward to solve it					
112. I do not consider it proper to enquire about the private life of the employees					
113. It is me who give the plan for group work					
114. It is not always possible to follow rules and principles					
115. I am satisfied with myself only when I have accomplished a job perfectly well					
116. I think either instigation or pressure of circumstances leads one to indulge in corrupt practices					
117. I feel annoyed if any responsibility devolves on me					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
118. Stupidity of people annoys me					
119. My brain is full of ideas					
120. I get easily excited and nervous					
121. I am not in favour of strict adherence to rules and regulations					
122. I cannot perform troublesome jobs with patience					
123. I give weightage to references and recommendations in selecting people for employment					
124. My thirst for knowledge is intense					
125. I like to hold small functions at my house with friends and relatives					
126. I am often late in my office					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
127. I do not attach much importance to the views and opinions of the children of the family					
128. Sometimes it is not possible to go to work due to unavoidable reasons					
129. It is my belief that honest living does not bring position in life					
130. I have an extremely inquisitive mind					
131. I often pay unsolicited visits to my friends					
132. I cannot adjust myself easily with changed circumstances or situations					
133. If any of my own men commits any impropriety, I consider it a duty to protect him					
134. I do not back out from any work					
135. People give little attention to my views in any discussion					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
136. It is me who provide leadership in group activities					
137. I innovate ways of increasing production or improving efficiency					
138. I can remain unnerved even in the face of severe criticism					
139. Once a decision is taken on an issue I generally stick to it					
140. I accept presents given by someone in recognition of the help received from me					
141. Before beginning a work I make out a detailed schedule					
142. I do not abandon any plan even when confronted with obstacles					
143. I do not deviate from what I know as right or reasonable even if it is contrary to the views of all others					
144. Whenever I get a new assignment, I start it with all earnestness					
145. I cannot accept deterioration in the moral values					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
146. I am associated with several social/cultural organisations					
147. It is not possible to work ignoring personal interests					
148. Even undue requests of the superiors have to be honoured in consideration of future prospect					
149. I feel uneasy to arrive at important decisions without consulting others					
150. I get dejected if I fail in a work I have begun					
151. Subordinates nowadays do not show as much respect to their superiors as was the practice just a few years ago. This disheartens me					
152. I get emotional easily					
153. I am capable of facing any situation					
154. I have some "ism" of my own					
155. I do not feel encouraged to introduce something new in the work field in view of various types of obstacles					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
156. There is a balance of income and expenditure in my personal life					
157. I spend sometime thinking over new ideas					
158. I do not think loyalty to superiors is that indispensable					
159. I do not have the ambition for rising very high-just a tolerable living is enough					
160. I have rather inclination for observation and experiment					
161. I dislike the tendency of the superiors to pass orders and issue directives					
162. Good aspects of a man attract me first					
163. I am interested in solving only those problems that require intellect					
164. I can be close to small children and old people in no time					
165. I find working in groups more pleasant than working alone					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
166. I am not considered by many a man of initiative					
167. I do not violate official rules and regulations even under pressure					
168. Since I have some obligations to my village folk, I get some of their work done even if those are unreasonable					
169. I can take rest without anxiety					
170. I do not find interest in a job that requires virtually no or just a little original thinking					
171. It is not always possible to re-examine the work of the subordinates before signature					
172. I like to spend time with friends and associates					
173. I think there is no esteem for honest living now-a-days					
174. I do not judge anybody in the light of my own political views					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
175. I do not bother for fame					
176. I am unyielding on many issues					
177. I do not disapprove of going against the authorities, if need be					
178. If I can help avoid a work, I do so					
179. I still have enough faith in people					
180. I do not have the patience to complete the work I initiate					
181. Many people lay their hearts open to me					
182. I avail myself of any opportunity for personal gains, such as starting a business, in my place of activities					
183. Once I take up a work I see through it					
184. I can not disoblige my superiors					

Statement	Not at all applicable	Slightly applicable	Applicable half of the time	Applicable to a large extent	Very much applicable
185. I am interested in inventing something new					
186. I think every man is basically honest					
187. I like to tackle those problems which others find difficult					
188. I get restless if I cannot talk to people for long					
189. I accomplish tasks entrusted to me despite inconvenience					
190. I am not that enthusiastic about jobs which promise neither fame nor prospect					

APPENDIX - M

SCORING KEY

(Underlined items are negative items to be scored in a reversed way)

<u>Responsibility</u>		<u>Initiative</u>	
<u>Item No.</u>	<u>Response</u>	<u>Item No.</u>	<u>Response</u>
<u>20</u>		<u>12</u>	
<u>30</u>		<u>21</u>	
33		24	
38		95	
<u>57</u>		98	
76		134	
<u>87</u>		142	
108		144	
<u>171</u>		<u>150</u>	
<u>173</u>		<u>155</u>	
183		<u>166</u>	
		<u>180</u>	

<u>Firmness</u>		<u>Objectivity</u>	
<u>Item No.</u>	<u>Response</u>	<u>Item No.</u>	<u>Response</u>
<u>31</u>		<u>5</u>	
56		<u>11</u>	
85		<u>63</u>	
97		84	
<u>105</u>		<u>86</u>	
<u>114</u>		<u>92</u>	
<u>121</u>		101	
139		<u>133</u>	
143		<u>147</u>	
<u>148</u>		<u>168</u>	
167		174	

Achievement

<u>Item No.</u>	<u>Response</u>
37	
<u>43</u>	
46	
<u>50</u>	
69	
81	
<u>159</u>	
<u>175</u>	
187	
190	

Sociability

<u>Item No.</u>	<u>Response</u>
<u>1</u>	
<u>44</u>	
<u>59</u>	
60	
62	
80	
<u>94</u>	
<u>102</u>	
125	
164	
165	
172	
188	

Emotional stability

<u>Item No.</u>	<u>Response</u>
<u>7</u>	
9	
<u>10</u>	
<u>19</u>	
<u>35</u>	
67	
<u>71</u>	
<u>72</u>	
<u>120</u>	
<u>122</u>	
138	
<u>152</u>	

Leadership

<u>Item No.</u>	<u>Response</u>
<u>2</u>	
<u>25</u>	
34	
42	
<u>48</u>	
<u>49</u>	
52	
88	
113	
136	
<u>149</u>	
153	

<u>Loyalty</u>		<u>Honesty</u>	
<u>Item No.</u>	<u>Response</u>	<u>Item No.</u>	<u>Response</u>
13		<u>28</u>	
<u>29</u>		<u>53</u>	
<u>32</u>		<u>61</u>	
<u>41</u>		<u>99</u>	
<u>54</u>		<u>109</u>	
<u>66</u>		<u>116</u>	
<u>158</u>		<u>129</u>	
<u>161</u>		<u>140</u>	
<u>177</u>		<u>145</u>	
184		156	
		<u>173</u>	
		<u>182</u>	

<u>Personal Relations</u>		<u>Originality</u>	<u>Adaptability</u>		
<u>Item No.</u>	<u>Response</u>	<u>Item No.</u>	<u>Response</u>	<u>Item No.</u>	<u>Response</u>
<u>8</u>		<u>3</u>		<u>22</u>	
23		<u>17</u>		26	
<u>36</u>		119		<u>27</u>	
<u>39</u>		130		40	
<u>47</u>		137		<u>45</u>	
<u>55</u>		154		<u>70</u>	
77		157		78	
107		160		<u>83</u>	
<u>110</u>		163		<u>127</u>	
<u>118</u>		185		<u>132</u>	
162				<u>151</u>	
179				<u>176</u>	
181					
186					