
Managerial Effectiveness and its Correlates: A Conceptual Framework

Dr. Pooja Singh Negi *
Dr. Shikha Gupta **

ABSTRACT

Managerial effectiveness has recently gained attention, as it is crucial to stakeholders' well-being and employee performance. The managers engage with a broad spectrum of stakeholders to understand their concerns and priorities. The study attempts to explore some actual correlates which are concerned with the effectiveness of managers. More specifically, this research tries to develop and proposed a conceptual model to measure managerial effectiveness in an organisation. Further, 40 studies were reviewed and assessed to put forward potential correlates. A brief perspective view on managerial effectiveness and close insight towards their key correlates (action orientation, self-disclosure, receptivity to feedback and perceptiveness) have been analyzed. This model will help practitioners, decision-makers, and managers to plan and implement the various HRM programme and policies.

Keywords: *Managerial Effectiveness, Action-Orientation, Self-Disclosure, Receptivity to feedback, perceptiveness.*

INTRODUCTION

In today's business environment, companies face intense competitive pressure and rapidly changing market dynamics. The managers increasingly view the global sourcing model as a key to their efforts to operate cost-effectively. Managers must evaluate certain factors, such as action orientation, output maximization, communication, self-disclosure, receptivity to feedback decision-making and perceptiveness analytics, in their business operations for organisation enhancement. The managers need skills to work often in less than satisfactory working conditions, focus on producing results, yet accommodate the needs of colleagues, friends, and subordinates (Das, 1991). Action-oriented managers are confronting secular industry shifts, changing customer requirements and new technologies. All these changes compel managers to innovate by building new and different capabilities with emerging technologies to ensure that their businesses stay competitive. Whereas managers, who fail in self-disclosure, lead to a loss of engagement and motivation of staff in the organisation. So, self-disclosure helps managers to generate trust and motivation among employees. The factors such as trust, shared values, and benevolence strengthens the relationship between the employer and employee which lead to success in the organisation (Ladyshevsky, 2009).

At the same time, Receptivity to feedback improves efficiencies and enhances effectiveness while also driving innovation which impacts employees' performance. The managers required a mix of skills for different levels in the organisation. At the lower level of management technical skill is most important; at the middle management level process skills (directing, coordinating, planning and controlling) are most essential; and at the senior level conceptual skill is most relevant (Nwachuku, 1989). The perceptiveness in managers can successfully leverage the benefits and address the challenges in using a global talent pool. The perceptive manager's steadily expanding business by analyzing emerging markets environment and staying at cutting

*Assistant Professor Department of Management Management Education & Research Institute Affiliated to (GGSIU), India
Email: mrtpoojasingh@gmail.com | Mobile No. - +919871665187

**Programme Coordinator Department of Management Management Education & Research Institute Affiliated to (GGSIU), India
Email: shikhaguptardias@gmail.com | Mobile No. - +919717006491

edge by grabbing opportunities. The factors which represent the effectiveness of managers are continues to transform the way companies associate with their customers, engage with employees, and bring innovative products and services to market. The effective managers are more stable in their jobs, professionally qualified and satisfied with their careers (Joshi, 1995).

The global business world demands an understanding team who can lead to success in different paradigms. The team works under the supervision of managers who require appropriate skills for organisation strategic development. So, an employer needs to have the most recommended managers with a robust team who are passionate about their work and strive to take their organisation to greater heights. The study is an attempt to conceptualize a research model on managerial effectiveness with intervening correlates which are observed and drawn out with the help of a review of the literature. The conceptual research model may also be helpful for practitioners, decision-makers and managers for widespread awareness regarding managerial resources. Specifically, the finding will be used to explore and identify the most important correlates and their relationship with the managers.

Managerial Effectiveness

Today companies are seeking effective managers to meet a dual mandate of achieving more efficient and effective operations. By including cost reductions, while developing technology-based innovation and business transformation in a comprehensive, integrated manner. Organisations are tending towards a new paradigm of management and the changes occurring in the younger generation of managers (Ravichandran and Nagabrahmam, 2000). Achieving objectives presents major challenges and requires companies to have highly skilled professionals trained in many diverse areas and new technologies combined with industry-specific expertise. Moreover, companies are relying on managers to operate global delivery models and their subordinates help them to meet all the ever-changing objectives. The "more effective" and "less effective" managers differed in terms of the degree to which they displayed communication behaviour, participative behaviour, supportive behaviour, positive behaviour and responsive behaviour (Amsa, and Aithal, 1989). Globalisation demand for highly effective and decision-making managers to provide the effective use of personnel from across the globe. So, an organisation can offer a variety of benefits, including deep industry expertise, innovative in industry-specific solutions, processes and technologies. All companies have large talent pools of highly qualified technical professionals for innovation and growth. However, evolving customer demands have led to the increasing acceptance and use of offshore resources for higher value-added services. These services include application design, development, testing and systems integration, technology and industry-specific consulting and infrastructure management leadership competencies associated with the innovator, director and mentor roles found to contribute most to managerial effectiveness, thus specific directions for managerial action have been derived (Trivellasa, and Reklitisb, 2014).

Correlates of Managerial Effectiveness

Action-oriented managers not only make and implement good business decisions but also get things done, whether on their own or through others. However, it is very critical to manage employees who are not highly self-motivated. So, managers must have a strong sense of immediacy, focus on the task at hand and seeing it through to fruition for less motivated employees.

For managers, self-disclosure can be a simple approach to communication that involves sharing information, history, present, emotions and thoughts. Self-disclosure helps managers to overcome the depersonalization barriers in employee communication. This simple approach can help managers to improve intimacy, face-to-face communication and group connection.

Feedback can be positive, inspiring, constructive, or even disciplinary for employees. Enforcing discipline and persuasiveness emerged as important influence strategies as these were positively related to personal effectiveness and satisfaction with work and support (Shailendra Singh, 2000). Effective feedback helps managers to a rich culture and align positive business outcomes. Receptivity to feedback enhance employees with an immediately actionable skillset to share and take feedback in ways that improve performance, build a sound relationship, and increase commitment.

Managers must have the ability to understand (perceptiveness) their subordinates and the situation around the business. If leaders perceived their business environment effectively, they consider as effective leaders (Saiyadain, 2003). The most valuable characteristic of perceiving things that happen around business and acting upon them to make a better outcome than what would have been.

REVIEW OF LITERATURE

Bursk (1955) has defined managerial effectiveness as an achievement of a victorious record. Effective managers work and strive for status consciousness (Sinha, 1982). Reddin (1970) determines managerial effectiveness from output conditions regarding their job. At the same time, Drucker (1967) described effectiveness as a set of skills essential to develop the accuracy and completeness of jobs. The consideration of managerial effectiveness defines a manager's competence as the expertise of an intricate set of performs which contain time specification, result-orientation, strengthening, focused on a few significant capacities and making several effective assessments (Drucker, 1970; Kassem & Moursi, 1971). According to Mintzberg (1973), an effective manager identifies the requirement and understands the content of the task and utilises the existing possessions to perform various operations.

The managers working in the middle and higher level of the organisation need values of capacity building, achievement and personal development (Padaki 1988, Sinha & Sinha 1994). Robbins (1997) discusses that effectiveness is choosing the appropriate goals and achieving them. However, managers have to be effective in their job (Drucker, 1967 & Reddin 1970). According to Reddin (1970), perceptiveness makes a manager effective, they handled situations suitably and create results from it. He also specified that effectiveness is about enactment and not about their specific behaviour.

The "more or less effective" managers differed in terms of the degree to which they displayed their behaviour including communication, participation, support and work responsibility (Amsa, and Aithal, 1989). According to Kassem and Moursi, (1971) managers play an essential role in the organisation, his effectiveness is primarily associated with other characters and behaviour. An effective manager works as a role model and other individuals follow what he contributes (Drucker, 1970), therefore managerial effectiveness is very much reliant on other members nearby him/her.

To be fully effective, managers need to be disciplinarian and interactive with employees and use their vision and energy to inspire their followers (Bass, et. al, 1990). On the other hand, Tonidandel, Braddy and Fleenor (2012) found that human skills are more important than practical skills and citizenship behavior. Interestingly, management skills were maximum significant as a whole.

The Proposed Conceptual Framework

The extensive study of the review of literature discussed in the previous section mention that managerial effectiveness is an important concept for every organisation to get an edge over competitors. The analysis of the study proposes that effective managers have some important correlates namely, action-orientation, self-disclosure, receptivity to feedback and perceptiveness which ought to formulate and implement for

management strategic development. This model gives a clear direction for identifying appropriate skills which are required for managers to embark on work practices in the organisation. The previous model of managerial effectiveness and its correlates (Gupta, 1996; Joshi, 1995) have examined a number of dimensions which is so vast. As a result, it has become difficult to integrate the skills of managers in one-fold. Thus, the model shown in Fig. 1 summarizes and demonstrates the relationship in an integrated manner.

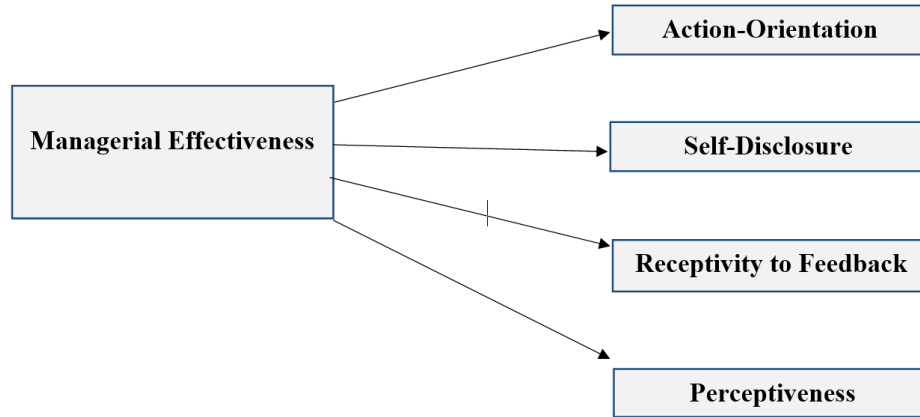


Figure 1: Managerial effectiveness and its correlates

RESEARCH METHODOLOGY

Although, plentiful literature is available on managers and their effectiveness but only a few discuss correlates that are related to managers in the real scenario. This conceptual study analyses more than 40 papers to explore correlates of managerial effectiveness; the investigation helps to integrate the individual studies to find their relationship. Further, the study presented in tabular form provides more detailed results.

FINDINGS OF THE STUDY

Table 1. Studies Based on managerial effectiveness and action-orientation (1991-2020)

S. No.	Author (Year)	Study	Finding
1.	Stewart (1991)	Summaries the study of a six-country	The manager has to deal with the action, and he/she can neither ignore them nor delegate it.
2.	Mathew and Poduval (1994)	123 managers from 18 public and 8 private sector enterprises in Kerala.	The managerial action significantly influences their effectiveness.
3.	Farhad Analoui (1999)	217 senior managers and executives were interviewed from the ministry of environment, science and technology.	The results point to the presence of meaningful actions which constitute managers' effectiveness at work.

S. No.	Author (Year)	Study	Finding
4.	Sen and Saxena (1999)	200 respondents from public and private organisations in India	The effective managers were focused “do the right things”.
5.	Allen et al (2005)	A survey of higher education institutions indicates how the competencies possessed by their graduates measure up to graduates from other institutions.	The author introduced a conceptual model for managers into nine broad action categories (directing productive tasks, directing the work of others, planning, coordination, control, innovation, information management, maintaining relations with personnel, and maintaining relations with clients) relevant to work situations.
6.	Drucker (2006)	Attempting a catchall summary of 15 articles	The effective managers recognize what needs to be done (actions).
7.	Daley and Lovrich (2007)	2,533 first-line supervisors from the U.S. Merit Systems Protection Board	The result indicated a strong positive correlation ($r = .62$) between managerial effectiveness and action-orientation.
8.	Sacher, and Dangwal, (2007)	112 executives from four pharmaceutical companies	The authors found that action- orientation is a significant dimension to measuring managers effectiveness.
9.	Vilkinas, Shen and Cartan (2008)	49 managers of Chinain Xi’an City	The effective managers were focused mostly on getting the job done (deliverer).
10.	Negi and Dangwal (2020)	Sample of 467 managers	Action-orientation is considered as an important aspect of managerial effectiveness.

Table 2. Studies Based on managerial effectiveness and self-disclosure (1992-2020)

S. No.	Author (Year)	Study	Finding
1.	Linda Marsh (1992)	Eight managers and 22 sales consultants from a computer company.	Effective managers always demonstrating personal interest and involvement among employees.
2.	Seeta Gupta (1999)	The 20 senior managers in the field of management and industrial behaviour all over the country	Informal communication promotes self-disclosure. Hence it is an important factor for managerial effectiveness.
3.	Sacher, A., and Dangwal, R. C. (2007)	112 executives from four pharmaceutical companies	The authors found that self-disclosure is a significant dimension of measuring managers' effectiveness.

S. No.	Author (Year)	Study	Finding
4.	Robert G. Hamlin, Alf Hatton (2004)	Developed a generic model of managerial and leadership effectiveness	Genuine concern for people/looks after the interests and development needs of staff communicates and consults widely/Keeps people informed promote effectiveness.
5.	Robert J. Taormina (2007)	166 employee questionnaires from working adults of Chinese ethnicity	The leadership behaviors were differentially associated with the socialization content domains.
6.	Jia Wang (2011)	Critical incident interview from 35 managers in telecommunication	The effectiveness of managerial behaviors suggests a clear shift to participative management.
7.	Carlos E. Ruiz Jia Wang Robert G. Hamlin, (2013)	35 participants from six different companies located in Yucatan, Mexico	The manager took the time to listen to the employee's concerns and addressed the issue. The manager always listens to the employees and tries to help them whenever possible.
8.	Panagiotis Trivellasa and Panagiotis Reklitis (2014)	132 male and female managers in Greek firms enquired through a structured questionnaire	Effective managers always manage teams and interpersonal relationships significantly.
9.	Torres, Ruiz, Hamlin, Velez and Calle (2014)	Sample of 27 managers and non-managerial in Medellin and Bogota, Colombia	The effective managers are those who are participative and communicative with their employees.
10.	Negi and Dangwal (2020)	Sample of 467 managers	Self-disclosure is considered an important aspect of managerial effectiveness.

Table 3. Studies Based on managerial effectiveness and receptivity to feedback (1978-2020)

S. No.	Author (Year)	Study	Finding
1.	Morse and Wagner (1978)	115 managers in six different companies	Proper information handling helps the manager to identify the problems, provides for the understanding as an effective manager.
2.	Nemeroff and Cosentino (1979)	35 managers from life insurance sales, controller department, actuarial department and group life insurance sales.	Feedback significantly influences effectiveness of managers.
3.	Luthans et al (1988)	Mushrooming service industry in middle America.	The effective manager spent much of their time on communication and making employees innovative.

S. No.	Author (Year)	Study	Finding
4.	Ashford and Tsui (1991)	345 superiors, 1056 peers and 1046 subordinates were enquired from the public service agency.	The active feedback seeking is a central part of a total process of self-regulation for managerial effectiveness.
5.	David A. Latif (2002)	A survey of 428 personnel in the fields of business, healthcare, education, and state government.	The Verbal communication (including listening) most frequently cited managerial skills to measure effectiveness.
6.	T. V. Rao, Raju Rao and Bansal (2005)	Book Review	Feedback offers promise for the development of managers.
7.	Abraham Carmeli and Asher Tishler, (2006)	93 questionnaires from Israel industrial firms	Receptivity (fluency in speaking) to feedback is one of the important managerial effectiveness skills.
8.	Kacmar, Wayne and Wright (2009)	84 students' universities in the Southwest.	Feedback had a significant influence on the perceptions of the supervisors.
9.	Michael K. Muchiri, Ray W. Cooksey, Lee V. Di Milia Fred O. Walumbwa (2011)	177 respondents from nine local councils	The research considered feedback as an important variable and found it significant for managers' effectiveness.
10.	Negi and Dangwal (2020)	Sample of 467 managers	Receptivity to feedback is considered an important aspect of managerial effectiveness.

Table 4. Studies based on managerial effectiveness and perceptiveness (1970- 2020)

S. No.	Author (Year)	Study	Finding
1.	Reddin (1970)	A book review	The managers become effective by managing a situation appropriately and producing results from it.
2.	Hersay and Blanchard (1977)	A book review	Managerial effectiveness is dependent upon a manager's ability to deal with different situations that he faces from time to time.

S. No.	Author (Year)	Study	Finding
3.	Margerison (1981)	A book review	The managerial effectiveness implied the extent to which a manager behaves appropriately to the needs of the situation.
4.	Kotter (1982)	A book review	Despite the situational demands and pressures, managers have a choice in what aspects of the jobs to emphasize, how to allocate time and with whom to interact.
5.	Analoui (1999)	The survey was carried out in the Ministry of Environment and Science and Technology in Ghana	The author identifies perceptiveness as an important parameter of managerial effectiveness.
6.	Ireland and Hitt (2005)	Identify major events that have already happened, irrevocably, and that will have predictable effects	The author identifies that effective leadership facing the challenges and opportunities and always ready to face them.
7.	Analoui (2007)	Jordan telecom as a case Study.	The constraints, choices and opportunities confronted by managers constitute one of the eight parameters responsible for the Effectiveness of managers.
8.	Vilkinas, Shen and Cartan (2008)	49 managers of Chinain Xi'an City	The effective managers were creative, envisions and facilitates change in every situation.
9.	Analoui, Ahmed and Kakabadse (2009)	16 senior managers interviewed from Muscat Municipality	The study explores that perceptiveness is an important factor and related to managerial effectiveness.
10.	Torres, Ruiz, Hamlin, Velez and Calle (2014)	Sample of 27 managers and non-managerial in Medellin and Bogota, Colombia	The effective managers in Colombia are those who are good problem solvers.
11.	Negi and Dangwal (2020)	Sample of 467 managers	Perceptiveness is considered an important aspect for managerial effectiveness.

An extensive literature review depicts that action-orientation, self-disclosure, receptivity to feedback and perceptiveness are significant correlates of managerial effectiveness. Drucker (1999) highlighted that managers should possess intelligence, innovation, and awareness as crucial resources, but the presence of effectiveness transforms all of these into results. Retention of knowledge and expertise does not indicate that the manager is effective in his/her job (Reddin, 1970).

CONCLUSION AND IMPLICATIONS

In the nutshell, the review of the existing literature depicts that managerial effectiveness is related to action-orientation, self-disclosure, receptivity to feedback and perceptiveness which is considered in the present study. Further, the review also demonstrates that all these correlates affect the effectiveness of managers. In the last, a conceptual research model of managerial effectiveness and its correlates is proposed. This model is extrapolated on the basis of above-discussed relationships among all the variables. The consideration and adoption of such a conceptual model on managerial effectiveness would surely help managers, decision-makers and practitioners in a better understanding of managerial effectiveness and its direct or inverse relationship to action-orientation, self-disclosure, receptivity to feedback and perceptiveness. Human resources professionals can use this conceptual model to develop programs and policies for leadership as well as management development.

LIMITATIONS OF THE RESEARCH

The major limitation of the study is that the proposed conceptual model of managerial effectiveness is derived from existing literature and still needs to be tested and validated practically. Secondly, the proposed model considered only the prevalent correlates of managerial effectiveness i.e., action-orientation, self-disclosure, receptivity to feedback and perceptiveness cannot be ruled out.

The possible further research should consider the following suggestions in order to overcome the limitations of the study. A first suggestion is that the proposed model can be empirically tested among various organisations by using different approaches; one of them is "canonical" approach. Second, the future research should consider other variables of managerial effectiveness such as rewards, decision-making, communication, motivation etc. At last, further research needs to consider the comparison of organisations on various dimensions of managerial effectiveness and its correlates.

BIBLIOGRAPHY

- Allen, J., Ramaekers, G., & Velden, R. (2005). Measuring competencies of higher education graduates, *New Directions Institutional Research*, 126, Wiley Periodicals, Inc.
- Amsa, P. & Aithal, K. N. (1989). Effectiveness and leadership behaviour of regional managers in a public sector bank - An empirical study. *Decision*, 16(2), 137-149.
- Analoui, F. (1999). Eight parameters of managerial effectiveness, *Journal of Management Development*, 18(4), 362-390.
- Analoui, F. (2007). *Strategic Human Resource Management*, Thomson Learning, London.
- Analoui, F. (1998). Behavioural and causal influences on individual managerial effectiveness in The Ghanaian public sector. *International Journal of Public Sector Management*, 11(4), 300-313.
- Ashford, S. J., & Tsui, A. S. (1991). Self-Regulation for Managerial Effectiveness: The Role of Active Feedback Seeking, *Academy of Management Journal*, 34(2), 251-280.
- Carmeli, A., & Tishler, A. (2006). The relative importance of the top management team's managerial skills, *International Journal of Manpower*, 27(1), 9-36.
- Chandran, T. R., & Nagabrahmam, D. (2000). Revisiting the dichotomy: Managers versus Leaders, *Indian Journal of Industrial Relations*, 35(4), 486-506.
- Daley, D. M., & Lovrich, N. P. (2007). Assessing the performance of supervisors: Lessons for practice and insight into middle management resistance to change, *Public Administration Quarterly*, 31(3/4), 313-341.
- Das, H. (1991). The nature of managerial work in India: A preliminary investigation, *Journal of Management*, 21(1), 1-13.

- Drucker, P. F. (2006). *Classic Drucker: Essential wisdom of Peter Drucker from the pages of Harvard Business Review*.
- Eduardo, L., Carlos, T., Ruiz, E., Hamlin, B., & Velez-Calle, A. (2015). Perceived managerial and leadership effectiveness in Colombia, *European Journal of Training and Development*, 39(3), 203-219.
- Gupta, S. (1996). Managerial effectiveness: Conceptual framework and scale development, *Indian Journal of Industrial Relations*, 31(3), 392-409.
- Hamlin, R. G., & Hatton, A. (2004). Toward a British taxonomy of perceived managerial and leadership effectiveness, *Human Resource Development Quarterly*, 10, 366-406.
- Hershey, P., & Blanchard, K. H. (1977). *Management of organizational behaviour: Utilizing human resource*, Prentice-Hall India Pvt. Ltd, New Delhi.
- Ireland, R., & Hitt, M. (2005). Achieving and maintaining strategic competitiveness in the 21st century: The role of strategic leadership. *The Academy of Management Executive*, 19(4), 63-77.
- Joshi, R. J., (1995). Managerial Effectiveness and Its Correlates, *Indian Journal of Industrial Relations*, 31(1), 18-39.
- Kacmar, K. M., Wayne, S. J., & Wright, P. M. (2009). Subordinate reactions to the use of impression management tactics and feedback by the supervisor, *Journal of Managerial Issues*, 21(4), 498-517.
- Kotter, J. (1982). *General Managers*, The Free Press, A Division of Macmillan Publishing Co. Inc., N. York.
- Ladyshevsky, R. K. (2010). The manager as coach as a driver of organizational development, *Leadership & Organization Development Journal*, 31(4), 292-306.
- Latif, D. A. (2002). Model for teaching the management skills component of managerial effectiveness to Pharmacy students. *American Journal of Pharmaceutical Education*, 66.
- Luthans, F. (1988). Successful vs. Effective real managers, *Academy of Management Executive*, 2, 127-132.
- Marsh, L. (1992). Good manager: good coach? What is needed for effective coaching? *Industrial and Commercial Training*, 24(9).
- Margerison, C. (1981). *Business & Economics*, High School Business and Up, United States.
- Mathew, M. K., & Poduval, P. R. (1994). Managerial activities for managerial effectiveness in Public and Private sector organizations, *Indian Journal of Industrial Relations*, 29(4), 477-489.
- Meng, J. (2014). Unpacking the relationship between organizational culture and excellent leadership in public relations, *Journal of Communication Management*, 18(4), 363-385.
- Morse, J. J., & Wagner, F. R. (1978). Measuring the process of managerial effectiveness, *The Academy of Management Journal*, 21(1), 23-35.
- Muchiri, M. K., Cooksey, R. W., Milia, L. V. D., & Walumbwa, F. O. (2011). Gender and managerial level differences in perceptions of effective leadership, *Leadership & Organization Development Journal*, 32(5), 462-492.
- Negi, P. S., & Dangwal, R. C. (2018). The Organisational Culture-Managerial Effectiveness Relationship: A Meta-Analytical Approach, *Vimarsh-An Endeavour to Share Knowledge*, 9(2), 09-15
- Nemeroff, W. F., & Cosentino, J. (1979). Utilizing feedback and goal setting to increase performance appraisal interviewer skills of managers, *The Academy of Management Journal*, 22(3), 566-576.
- Nwachukwu, J. C. (1989). Relative importance of skill requirements of managerial levels, *Indian Journal of Industrial Relations*, 24(3), 258-268.
- Rao, T. V., & Rao, R. (2005). The power of 360-degree feedback: Maximizing managerial and leadership effectiveness, *Indian Journal of Industrial Relations*, 41(2), 291-295.
- Reddin, W. J. (1970). *Managerial Effectiveness*, McGraw-Hill, New York, NY.

- Ruiz, C. E., Wang, J. & Robert G. Hamlin. (2013). What makes managers effective in Mexico?, *Leadership & Organization Development Journal*, 34(2), 130–146.
- Sacher, A., & Dangwal, R. C. (2007). Influence of organisational climate on managerial effectiveness: A study of selected pharmaceutical companies, *NICE Journal of Business*, 2(2), 25-38.
- Saiyadain, M. S. (2003). Leadership behaviour and Its effectiveness: Members' perception, *Indian Journal of Industrial Relations*, 39(1), 1-11.
- Sayeed, O. B., & Jain, R. K. (2001). Organisational Priorities and Managerial Role Effectiveness in a High Reliability Organisation, *Indian Journal of Industrial Relations*, Vol. 37(2), 231-247.
- Sen, S. & Saxena, S. (1999). Managerial effectiveness: managing with a difference, *Personnel Today*, 20(2), 5-11.
- Singh, S. (2000). Relationship between Managers' Authority Power and Perception of Their Subordinates' Behaviour, *Journal of Industrial Relations*, 35, (3), 275-300.
- Stewart, R. (1991). *Managing Today and Tomorrow*, Macmillan, 91-121.
- Taormina, R. J. (2008). Interrelating leadership behaviors, organisational socialization, and organisational culture, *Leadership & Organisation Development Journal*, 29(1), 85-102.
- Trivellas, P., & Reklitis, P. (2014). Leadership competencies profiles and managerial effectiveness in Greece, *Procedia Economics and Finance*, 9(1), 380–390.
- Vilkinas, T., Shen, J., & Carten, G. (2009). Predictors of leadership effectiveness for Chinese managers, *Leadership & Organisation Development Journal*, 30(6), 577-590.
- Wang, J. (2011). Understanding managerial effectiveness: A Chinese perspective, *Journal of European Industrial Training*, 35(1), 6-23.