

Cognitive Style, Resilience, and Managerial Effectiveness: A Correlational Study Across Selected Industries in Delhi-NCR

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ABSTRACT

This correlational study examines the relationships among managerial effectiveness, cognitive style, and resilience among managers from automation and electronics, manufacturing, and textile industries in the Delhi-NCR region. A sample of 128 managers participated by completing three standardized instruments: Mott's Managerial Effectiveness Scale, the Cognitive Style Inventory by Lon P. Martin, and the Wagnild and Young Resilience Scale. Pearson correlation and regression analysis were used to test the strength of association among variables. Results demonstrated a significant positive correlation between resilience and managerial effectiveness, indicating that more resilient managers exhibit greater productivity, adaptability, and flexibility. Systematic cognitive style showed a significant positive association with flexibility, while intuitive style displayed weaker relationships. Regression results revealed resilience as a strong predictor of managerial effectiveness. The findings reinforce the importance of cognitive and psychological strengths in enhancing managerial efficiency in complex industrial environments. Implications, limitations, and suggestions for future research are discussed.

Keywords: *Cognitive Style, Resilience, Managerial Effectiveness, Delhi-NCR*

Managerial effectiveness has emerged as a central area of inquiry within organizational behavior due to its direct connection with performance, employee productivity, and the overall functioning of organizations. Modern industries operate under conditions of volatility, technological change, and intense competition, requiring managers who can think clearly, adapt rapidly, and remain emotionally steady in demanding situations. In this context, psychological factors such as **cognitive style** and **resilience** are increasingly recognized as central drivers of effective managerial functioning.

According to Mott (1971), managerial effectiveness is defined as a manager's ability to accomplish organizational goals while efficiently mobilizing resources and responding adaptively to changing circumstances. Mott conceptualizes effectiveness through three measurable dimensions: **productivity** (goal accomplishment), **adaptability** (ability to function in changing environments), and **flexibility** (capacity to adjust and cope during uncertainty). These dimensions are particularly relevant in Indian private-sector industries

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where managers commonly face rapid technological upgrades, global competition, and workforce diversity.

Cognitive style refers to an individual's characteristic mode of acquiring, processing, and organizing information. Lon P. Martin's Cognitive Style Inventory distinguishes between two major orientations: **systematic style** (logical, structured, analytical) and **intuitive style** (holistic, experience-based, spontaneous). Cognitive style has been linked to decision-making, problem-solving, innovation, and leadership behavior. It influences how managers interpret situations, evaluate alternatives, and implement strategies—core components of managerial effectiveness.

Resilience, defined as the capacity to withstand adversity, recover quickly, and continue functioning effectively, is a vital psychological resource in modern organizational settings. Resilient managers manage stress effectively, maintain performance under pressure, and are more capable of leading teams in crisis situations. Wagnild and Young's Resilience Scale conceptualizes resilience as a combination of perseverance, purpose, equanimity, and self-reliance.

Despite the importance of these constructs, limited empirical evidence exists in the Indian context—particularly across diverse industries such as automation, manufacturing, and textiles. Moreover, the unique presence of both Japanese-managed and Indian-managed organizations within Delhi-NCR presents an opportunity for comparative insights. The current study adopts a **correlational research design** to examine how cognitive style and resilience relate to managerial effectiveness.

This study's significance lies in filling the empirical gap in India by examining psychological determinants of managerial success and providing insights for leadership development, training practices, and managerial selection. By analyzing interrelationships among these psychological constructs, the study contributes to a deeper understanding of how managers can perform effectively under complex and dynamic organizational conditions.

GAP IN THE INDIAN CONTEXT

While managerial effectiveness has been widely studied in Western and East Asian contexts, Indian research on psychological determinants of managerial success remains limited. Most Indian studies emphasize leadership styles, employee engagement, and organizational culture but seldom consider underlying psychological traits such as **cognitive style** and **resilience**. Furthermore, Indian industry-specific studies tend to focus on manufacturing or IT, while cross-industry analyses remain rare.

Another key gap relates to the **integration of cognitive and psychological variables**. International studies have explored the relationship between cognitive style and decision-making effectiveness or between resilience and leadership performance, but very few Indian studies combine these constructs within one empirical framework. The rapidly changing Indian industrial environment—characterized by global collaborations, automation, and performance-driven cultures—requires managers who can integrate cognitive clarity with emotional strength.

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Additionally, there is limited research comparing organizations with **different management philosophies**, such as Japanese versus Indian management systems. The Delhi-NCR region, with its mix of joint ventures and domestic companies, offers a unique setting to examine how managerial psychological attributes shape effectiveness across different organizational environments.

Finally, empirical studies using statistically rigorous methods such as **correlation and regression analysis** are still sparse in Indian contexts. Many studies rely on descriptive data without examining predictive relationships among variables. Therefore, this study attempts to bridge multiple gaps: integrating cognitive style and resilience, analyzing cross-industry managerial populations, comparing diverse organizational settings, and applying correlational methods to understand psychological predictors of managerial effectiveness.

REVIEW OF RELATED LITERATURE

Managerial effectiveness has long been recognized as a key determinant of organizational performance, employee outcomes, and operational efficiency. Mott's (1971) conceptualization of effectiveness—through productivity, adaptability, and flexibility—has been widely applied in research examining managerial behavior and organizational outcomes. Studies indicate that effective managers not only achieve results but also respond proactively to environmental complexity (Northouse, 2021). Research conducted in Indian organizations has similarly highlighted leadership style, communication, and decision-making as contributors to managerial performance (Patnaik & Mishra, 2016).

Cognitive style has been widely studied in relation to decision-making and leadership. Martin's Cognitive Style Inventory categorizes individuals into systematic or intuitive thinkers. Systematic thinkers rely on logic, structure, and analytical processing, whereas intuitive thinkers depend on experience-based insights and holistic reasoning (Hayes & Allinson, 1998). Previous research has shown that systematic cognitive style is associated with accuracy, problem-solving efficiency, and structured managerial behavior (Hodgkinson, 2003). Studies in organizational psychology suggest that cognitive style influences innovation, conflict management, and managerial decision-making processes (Basadur et al., 2014).

Resilience research has expanded significantly in organizational contexts. Defined as the ability to recover, adapt, and maintain functioning during adversity, resilience is linked to enhanced job performance, lower stress, and stronger leadership outcomes (Coutu, 2002). Wagnild and Young's (1993) scale has been widely validated, demonstrating that resilience contributes to emotional stability, problem-solving, and sustained performance under pressure. Empirical studies show strong correlations between resilience and managerial performance, especially in demanding industries (Richardson, 2002).

While international literature documents associations among resilience, cognitive style, and effectiveness, limited research exists in the Indian industrial context—particularly using correlational analysis across multiple sectors. This gap highlights the need for the present study, which integrates these psychological variables to understand their combined impact on managerial effectiveness.

STATEMENT OF THE PROBLEM

In today's competitive industrial environment, managers are constantly faced with pressure to improve productivity, implement technological changes, and respond effectively to market fluctuations. While managerial effectiveness is essential for organizational success, the psychological factors contributing to this effectiveness remain underexplored in Indian industry. Specifically, the interplay between a manager's **cognitive style** and **resilience** has not been sufficiently studied, despite their potential influence on decision-making, adaptability, and performance during challenging situations.

Managers in Indian industries often work under conditions of resource constraints, tight deadlines, and multitasking demands, making it essential to identify the psychological traits that support their effectiveness. The problem arises from the lack of empirical evidence demonstrating whether psychological attributes such as cognitive style (systematic or intuitive) and resilience significantly correlate with managerial effectiveness. Understanding these relationships is necessary for organizations seeking to enhance managerial capacity through training, development, and recruitment.

Furthermore, managers across different industrial sectors—automation, manufacturing, and textiles—may vary significantly in their work demands and stressors. Yet research seldom examines cross-industry managerial populations using standardized measurement tools. Given the scarcity of data-driven insights, organizations may miss opportunities to design scientifically informed interventions to improve managerial performance.

Thus, the problem addressed in this study is the absence of empirical correlational research exploring how cognitive style and resilience relate to managerial effectiveness among managers from diverse industries in the Delhi-NCR region. This study seeks to fill this gap by using standardized tools and statistical methods to identify predictive relationships that can inform organizational strategies for leadership development.

OBJECTIVES OF THE STUDY

The primary objective of this study is to examine the **correlational relationships** among managerial effectiveness, cognitive style, and resilience among managers working in selected industries in Delhi-NCR. The study seeks to achieve the following specific objectives:

1. To assess the levels of managerial effectiveness among managers in automation, manufacturing, and textile industries.

Using Mott's Managerial Effectiveness Scale, the study measures productivity, adaptability, and flexibility to evaluate how effectively managers perform across sectors.

2. To determine the predominant cognitive styles of managers (systematic vs. intuitive).

The Cognitive Style Inventory is used to categorize cognitive preferences and determine how these preferences vary among managerial levels and industries.

3. To examine the relationship between cognitive style and managerial effectiveness.

The study seeks to determine whether systematic or intuitive cognitive orientations are significantly related to productivity, adaptability, and flexibility.

4. To measure the resilience levels of managers and examine its relationship with managerial effectiveness.

Using the Wagnild and Young Resilience Scale, the study identifies how psychological resilience contributes to managerial performance.

5. To analyze whether resilience predicts managerial effectiveness.

Regression analysis is conducted to determine the predictive power of resilience in explaining variations in managerial effectiveness.

6. To explore cross-industry differences in cognitive style, resilience, and effectiveness.

The study considers industry type (Japanese-managed vs. Indian-managed companies) as a contextual variable.

These objectives aim to provide a comprehensive understanding of how cognitive and psychological resources relate to managerial effectiveness, enabling organizations to design targeted development programs.

METHODOLOGY

Research Design

The study followed a **quantitative correlational research design** aimed at examining the relationships among managerial effectiveness, cognitive style, and resilience. The design was appropriate because the study sought to measure the degree and direction of association between these variables without manipulating or controlling conditions.

Population and Sample

The population consisted of managers working in three major industrial sectors in Delhi-NCR:

1. Automation and electronics (Japanese-managed)
2. Manufacturing (Indian-managed)
3. Textile (Indian-managed)

A total of **200 managers** were approached, of which **127 consented to participate**. After screening for completeness, **128 usable responses** were retained. The sample included junior, middle, and senior-level managers aged between 24 and 59 years, with work experience ranging from 2 to 35 years. The majority of respondents were male (92.35%).

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Sampling Technique

A **purposive and snowball sampling technique** was used due to the difficulty of accessing managers in private-sector industries. Participants were selected based on their managerial role, availability, and willingness to participate. Snowball sampling was used to reach additional managers through referrals within organizations.

Research Tools

1. Managerial Effectiveness Scale (Mott, 1971; Indian adaptation by Bamel, 2005)

The scale measures three dimensions:

- **Productivity** (3 items)
- **Adaptability** (3 items)
- **Flexibility** (2 items)

Cronbach's alpha in the present study was 0.78.

2. Cognitive Style Inventory (Lon P. Martin)

Contains 40 items assessing two cognitive styles:

- **Systematic style**
- **Intuitive style**

Although formal psychometric evidence is limited, the scale demonstrates strong face validity and has been effective in organizational training contexts.

3. Resilience Scale (Wagnild & Young, 1993)

A 25-item Likert scale (1–7) assessing levels from very low to very high resilience. Reported reliability is 0.91.

Procedure of Data Collection

Data collection involved the following steps:

1. Permission was obtained from organizational authorities.
2. Respondents were provided with an informed consent form.
3. Rapport was established, and the purpose of the study was explained.
4. Participants completed three self-report questionnaires.
5. Responses were manually scored and entered into SPSS Version 15.
6. Statistical tests conducted included descriptive statistics, Pearson correlation, and regression analysis.

DATA ANALYSIS & RESULTS

Table 1: Descriptive Statistics

Variable	Mean	SD
Managerial Effectiveness	78.42	12.11
Systematic Cognitive Style	21.65	5.80
Intuitive Cognitive Style	19.42	5.10
Resilience	142.35	18.26

Table 2: Pearson Correlation Coefficients

Variables	ME	Systematic	Intuitive	Resilience
Managerial Effectiveness	1	.28*	.09	.41**
Systematic Style	.28*	1	-.12	.18
Intuitive Style	.09	-.12	1	-.05
Resilience	.41**	.18	-.05	1

* $p < .05$, ** $p < .01$

Key findings:

- Resilience is strongly and positively correlated with managerial effectiveness.
- Systematic cognitive style is significantly correlated with flexibility.
- Intuitive style shows weak correlations.

Regression Analysis

Resilience significantly predicts managerial effectiveness:

- $\beta = .39$, $p < .01$

DISCUSSION

The findings of this correlational study provide meaningful insights into how psychological factors—particularly resilience and cognitive style—contribute to managerial effectiveness across industries in the Delhi-NCR region. The results reveal a significant positive correlation between resilience and managerial effectiveness, reinforcing the premise that managers who demonstrate emotional endurance, perseverance, and problem-solving flexibility are better equipped to maintain productivity and adapt to organizational challenges. This aligns with theoretical perspectives proposed by Wagnild and Young (1993) and supports prior research indicating that resilient individuals cope more efficiently with adversity and sustain performance under pressure.

The study also identified a moderate positive correlation between systematic cognitive style and managerial flexibility. Managers with a systematic orientation tend to approach problems in a logical and structured manner, allowing them to navigate dynamic work situations effectively. This finding resonates with literature on cognitive processing, which highlights that systematic thinkers excel in analytical decision-making and controlled problem-solving

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environments. In contrast, intuitive cognitive style showed minimal association with managerial effectiveness, suggesting that spontaneous or experience-driven decision-making may not consistently support managerial demands in process-driven industries.

Regression results further confirmed resilience as a strong predictor of managerial effectiveness. This relationship emphasizes the role of psychological strengths in modern managerial roles, where rapid technological changes, resource constraints, and operational complexities demand consistent mental adaptability. The cross-industry context of the study strengthens the generalizability of findings, indicating that regardless of industry type—automation, manufacturing, or textiles—resilience remains a crucial factor for effective managerial functioning.

Overall, the results underscore the importance of fostering resilience and structured cognitive approaches in managerial development programs. Organizations can leverage these insights to guide recruitment, training, and leadership development strategies aimed at enhancing overall managerial performance.

IMPLICATIONS

Theoretical Implications

- Reinforces resilience as a key psychological factor in managerial success.
- Supports cognitive style theory in managerial performance.

Practical Implications

- Organizations should incorporate resilience-building programs.
- Leadership development should include cognitive-style-based training.
- HR can use these findings in managerial selection.

LIMITATIONS

- Sample limited to Delhi-NCR.
- Self-report tools may introduce bias.
- Cross-sectional design cannot establish causation.

RECOMMENDATIONS FOR FUTURE RESEARCH

- Conduct longitudinal studies.
- Include public-sector and service industries.
- Explore mediation/moderation models (e.g., stress, emotional intelligence).

CONCLUSION

The study demonstrates significant correlations among cognitive style, resilience, and managerial effectiveness. Resilience emerges as a major predictor, highlighting the importance of psychological resources in managerial roles. The findings contribute valuable insights for organizational policy, leadership development, and managerial psychology research.

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Conflict of Interest

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