CHAPTER –I

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Chapter-I

INTRODUCTION

With the Globalization and Liberalization, the whole world is becoming a close knit village. The opening up of various economies and natural thrust towards technological revolution, is making the task of corporate executives more tough and demanding. This change in work environment is causing significant climatic changes in the organisations. The Indian Economy is the latest addition to this phenomena. In the present environment ‘Survival of the fittest’ from Darwin’s theory is truly applicable. Thus Corporate executives are required to perform in diverse work cultures and maintain their effectiveness irrespective of the changes in environment or organisational climate.

An organisation comes into existence when a group of people join hands together for achieving certain specified goals or objectives. In today’s world, all organisations are usually preferring growth through intellect based products rather than machinery based products. Whether it is Dell Computers or IBM, the key to success is innovations through people. Thus the vital role of management in achieving the objectives hardly needs any emphasis. Neither the sophistication of machines nor the skill or effort of men can attain what an efficient management alone can provide. Therefore the need of the hour is to develop efficient, capable and futuristic managers.
The ancient management of Indian organisations used to be under the direct control of proprietors, where all management functions of the organisations were managed irrespective of the level of their expertise and qualifications. But owing to wide economical, technological, cultural and socio-political changes around the globe, old set-ups are also reforming. Today’s era can be called as the Specialist’s era because specialists are in demand for controlling human force and intellectual capital. Also, along with the earlier four P’s of management (Product, Place, Price and Promotion) some more P’s namely Pace, People and Processes are gaining importance. Thus out of all the factors that affect organisational objective, it is the human force alone which works and makes difference to any organisation.

Managers are the lifeline of organisations, just like oxygen that is needed for life. Collectively managers symbolize a vital organ of performance and effectiveness in the corporate world. They are responsible for the implementation and achievement of all objectives and goals along with growth of the organisations. Today, managers are required to create proper environment in which employees instead of working just for the sake of it should actually work with sincerity and dedication. In fact, the managers of an organisation are not only the intellectual capital of the organisation but are also the most visible leadership group of the society. Every achievement of a manager, is the achievement of the organisation and every failure of a manager is the failure of the organisation. An organisation fails only when its manager fails. A Manager always need to be an innovator and act like a driving force that administers, manages and improves what already exists and is already known. Managers also need to be new generation entrepreneurs. They need to redirect and reform the resources from areas of low or diminishing results to areas of high results. The
functional expectation from the manager is to optimize the yield from individual employees, equipments, facilities and other potent instrument and resources.

In this world of very high expectations and stiff competition, the major challenge for the behavioral scientists and managers is to handle various types of interpersonal and intrapersonal conflicts in the organisation. The other conflict is between individual needs and achievement of organisation objectives. An individual and his environment determine how much he or she can stretch or restrict his or her resources. It is the key role of management to guide the individuals, advise them and motivate them for attainment of objectives.

The key to success is the right climate in the organisation, because in spite of the good intentions, clarity of objectives and sophisticated procedures, nothing worthwhile can be achieved if the right climate for development of managerial potential does not exist in the organisation. In fact, organisation reach towards saturation and its survival is threatened if management development stops. Contrary to this if the right climate exists, managerial talent will develop to meet the ends of the organisation and ensure growth even if there is no planned programme.

Traditionally, organisations were simply coordinating and controlling units. They had their vertical levels- departments, branches, authority relationships and were possessing personalities just like individuals. They were to be rigid or flexible, supportive or non-supportive, liberal or conservative. So, each organisation possessed a unique feature beyond its structural characteristic. But in recent years, behavior scientists and organisational theorists have begun to acknowledge the important role played by culture/climate in the lives of the members of the organisations and their contribution towards organisational change and development programme.
All these things indicate that existence of right climate is essential not only for management development but also for improving its effectiveness and efficiency. Managers of today’s world are actually the conceptual leaders who not only manage or correct the wrong things but actually do correct things innovatively. Thus, an effective manager will always lay emphasis on understanding the psychological problems of his subordinates and peers. Ideally, three things are very important:

a. The presence of job satisfaction amongst employees

b. A congenial organisational climate and other constructive behavioral aspects

c. Effective managers to manage everything.

The crux of the issue is that organisational climate is of great significance for utilization of human relations at all levels. Attainment of objectives depends upon the effectiveness of managers and their satisfaction level. So, organisational climate certainly affects the performance and effectiveness of a manager and his/her satisfaction with the job.

Organisational climate also exerts major influence on key governing functions of organisation such as motivation, productivity and job satisfaction. It is a major motivating factor responsible for satisfaction/dissatisfaction of employees and affects the quantum of their turnover. Thus in this study job satisfaction is also studied as major variable although it is not required to study this variable in the light of the our topic but still for better understanding and result analysis it is studied here.

All the three variables are discussed below.
ORGANISATIONAL CLIMATE

Organisational climate is the core circle of human environment in the boundaries of which the employees of an organisation work. The survival and growth of any organisation is directly proportional to the favorable climate in it. Employees in the organisation have to be well conversant with culture, system and policies. This inculcates a sense of belongingness and commitment among employees and helps in the growth of organisation. The climate of an organisation is developed and communicated through the organisational behavior system. Organisational climate is also a cognitive framework consisting of attitudes, values, behavioral norms and expectations shared by organisational members. At the root of any organisation’s climate is a set of core characteristics that are valued collectively by members of the organisation. Organisational climate can be better understood through dynamic system concept and molar concept.

Dynamic systems concept states that organisational climate is actually the human environment within which an organisation's employees work. Each and every activity in an organisation is, directly or indirectly, affected by organisational climate. In turn, almost every thing in organisation affects the climate to a certain extent. An organisation survives and forms its image because of the climate that prevails in it. The employees, in order to, stay on and perform effectively in the organisation have to be well acquainted with its rites, rituals and policies. This increases compatibility between organisation and employees, thus, help the organisation to grow.
Organisational climate is a molar concept and illustrates a common dilemma in the effort to understand and describe human behavior in organisations. Organisations comprise of people from heterogeneous streams following separate cultures. They also have different traditions, thinking and methods of working. Actually, it is the assimilation of these things that makes the climate of an organisation. Organisational climate is just like an asset, comprising of the attitude of the people towards the organisation as a whole. The climate or culture of a particular organisation may be observed from the things, sayings, doings and feelings held in common. The climate of an organisation is clearly reflected in the attitude of a superior towards his subordinate and the perception that the subordinate has of his superior. Organisational climate will include all those conditions that affect the working of a manager. It is the organisational behavior system that develops and communicates organisational climate. Thus it is very important in this context to explore various models of organisational behavior. Keith Davis and John W. Newstrom have very well described the main models and effect of these models on the behaviour and performance of the employees. The description of this is as follows:
Fig: 1.1 Keith Davis and John W. Newstrom Models of Organisational Behaviour

<table>
<thead>
<tr>
<th>Models of Organisational Behavior</th>
<th>Autocratic</th>
<th>Custodial</th>
<th>Supportive</th>
<th>Collegial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Basis of model</strong></td>
<td>Power</td>
<td>Economic resources</td>
<td>Leadership</td>
<td>Partnership</td>
</tr>
<tr>
<td><strong>Managerial orientation</strong></td>
<td>Authority</td>
<td>Money</td>
<td>Support</td>
<td>Teamwork</td>
</tr>
<tr>
<td><strong>Employee orientation</strong></td>
<td>Obedience</td>
<td>Security and benefits</td>
<td>Job performance</td>
<td>Responsibility</td>
</tr>
<tr>
<td><strong>Employee psychological result</strong></td>
<td>Dependence on boss</td>
<td>Dependence on Organisation</td>
<td>Participation</td>
<td>Self-discipline</td>
</tr>
<tr>
<td><strong>Employee Needs met</strong></td>
<td>Subsistence</td>
<td>Security</td>
<td>Status and recognition</td>
<td>Self-Actualization</td>
</tr>
<tr>
<td><strong>Performance result</strong></td>
<td>Minimum</td>
<td>Passive Co-operation</td>
<td>Awakened drives</td>
<td>Moderate Enthusiasm</td>
</tr>
</tbody>
</table>


Further Udai Pareek, based on his research findings defines six motives that characterize dominant organisational climate as mentioned in table below:
Fig 1.2 Udai Pareek Six Motives for Organisational Climate

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Motives</th>
<th>Characteristic Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Achievement</td>
<td>Industrial and business Organisations.</td>
</tr>
<tr>
<td>2.</td>
<td>Expert power</td>
<td>University departments, scientific Organisations.</td>
</tr>
<tr>
<td></td>
<td>(corresponding to</td>
<td></td>
</tr>
<tr>
<td></td>
<td>the influence motive)</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Control</td>
<td>Bureaucracy (as in government Departments)</td>
</tr>
<tr>
<td>4.</td>
<td>Dependency</td>
<td>Traditional or one-man Organisations</td>
</tr>
<tr>
<td>5.</td>
<td>Extension</td>
<td>Community Service Organisations</td>
</tr>
<tr>
<td>6.</td>
<td>Affiliation</td>
<td>Clubs</td>
</tr>
</tbody>
</table>


There are some controversial issues in organisational climate research. One of them is regarding the definitions and difference of opinions amongst various researchers towards organisational climate and organisational culture. Based on various studies, organisational culture is generally understood as a set of habitual and traditional ways of thinking and feeling. Some researchers are of the opinion that organisational climate is the same as culture. Others feel the climate is a sub-set of culture and yet others think that climate refers to the way people feel about their culture. But in this research study, both of these terms have been used interchangeably.
JOB SATISFACTION

Since a major part of life of an individual is spent working, the relationship between individuals and work carries a great significance. Work is a social reality and social expectation which not only provides status to individuals but also binds them to the society. Job satisfaction is the satisfaction derived from being engaged in work or in any pursuit of a higher order, it is essentially related to human needs and their fulfillment through work. Job satisfaction includes a feeling of satisfaction or dissatisfaction with the various segments of one’s job life. Job satisfaction is a complex phenomenon related to whole matrix of job factor that makes a person like his work situation. Employees tend to prefer jobs that give them opportunities to use their skills and offer a variety of tasks, freedom and feedback on how well they are doing. They are concerned with their work environment for comforts and facilities. It is generally believed that job satisfaction increases the motivation of employees and productivity of the organisation. Organisations also tend to provide their workers a high rate of job satisfaction through various parameters such as pay, promotion, healthy working conditions, compensation for losses and damages, facility of self-development and advancement, and Job satisfaction boosts the morale of employees.

Actually, job satisfaction is a result of various personal and job related factors. It is a general view that job satisfaction increases the motivation of employees and productivity of the organisation. If job satisfaction is existing amongst the employees, it means the management is doing well. In short, job satisfaction brings with it a variety of positive consequences, both for the individual and the organisation. It contributes a lot to the individuals participation in organisation goals and objectives.
MANAGERIAL EFFECTIVENESS

Managing human resources is very much essential and requires extra ordinary skills in present times as people are gaining lot of importance in organisations. The job of today’s executives is to be effective. ‘To effect’ and ‘to execute’ are, all near-synonyms. Whether it is business or a hospital, in a government agency or in a labour union, the job of executive is, first of all, expected to get the right things done. He is expected to be effective. Every executive by the virtue of his position and knowledge is responsible for a contribution that materially affects the capacity of the organisation to perform. Further intelligence, imagination and knowledge are essential resources, but only effectiveness can convert them in to results. The character of an organisation, is to a large extent, set by the group of its executives. It is inevitable that these executives reflect the philosophy of the organisation.

Today, the concept of managerial effectiveness is one of the priority areas and differs from organisation to organisation and from job to job. So, it is quite important to know which factors, under which circumstances, enable a person to be effective and successful in his/ her work. The skill and effectiveness of a manager plays an important role in the smooth operations of an organisation. Although a number of tests have been used in various industries to examine the performance and effectiveness of people at all levels, not much effort is made for using these techniques in the selection process of managers. As managers of any enterprise perform several functional activities, the task to assess and measure the managerial effectiveness is a challenge.
The corporate world in the new economic environment is experiencing a paradigm shift in management thought, where human resources have become the key asset of an organisation and strategic human resource management is recognized as an important element to achieve competitive advantage. With manpower cost soaring, and the need to bring product prices down in order to compete at the market place, manpower productivity has acquired central place in organisations. Managers are supposed to play a critical role to fulfill these needs. Managerial effectiveness is a function of complex interaction between personal characteristics, demands and expectations. So, it is quite important to know which factors and circumstances enable a person to be effective and successful. The skill and effectiveness of the managers plays an important role in creating effective organisations.

The literary meaning of the word 'effective' as per Oxford Dictionary is-'Producing a successful result and to produce the result that is wanted or intended'. It is a measure of the end result of authority. Effectiveness is a very wide term in both the quantitative and the qualitative sense.

**Towards Efficiency versus Effectiveness**

Efficiency and effectiveness are not the same things. Efficiency establishes a relationship between input and output, whereas effectiveness is related to achievement of objectives. A company may be efficient but may not be effective as it may not be able to achieve its objectives. The following points will make the distinction clear
### Fig 1.3 What is Efficiency and Effectiveness

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerned with ‘how well’ and ‘how much’ of a performed task</td>
<td>Concerned with desired results:</td>
</tr>
<tr>
<td></td>
<td>- delivers the goods;</td>
</tr>
<tr>
<td></td>
<td>- happens on time;</td>
</tr>
<tr>
<td></td>
<td>- is cost effective; and</td>
</tr>
<tr>
<td></td>
<td>- leaves no side effects.</td>
</tr>
<tr>
<td>Relies on: intelligence, knowledge, skills and imagination</td>
<td>Relies on: wisdom</td>
</tr>
<tr>
<td>Almost uni-dimensional:</td>
<td>Almost multi-dimensional:</td>
</tr>
<tr>
<td>- the specific ‘target’ is the target; and</td>
<td>- the ‘contribution’ is the target;</td>
</tr>
<tr>
<td>- neither the manager nor his superior expect anything more.</td>
<td>- going beyond the confines of the current assignment; and</td>
</tr>
<tr>
<td></td>
<td>- a ‘motivational process’ which is self-sustaining and ongoing</td>
</tr>
<tr>
<td>Doing things right.</td>
<td>Doing the right things.</td>
</tr>
</tbody>
</table>

LITERATURE REVIEW

Planning, organizing, controlling, staffing and coordinating are the core functions of the management. Out of this Planning is the first and most crucial function which tells where we should begin and how things will be well-organised in a system. In the same way, for a research work, we must plan, in advance, from which point we should start, what the aims and objectives of the research should be and how these objectives can be achieved. In this context, the first and most important step for a researcher is to explore and review the related available studies on the topic and obtain some guidelines for own research work.

Human beings are the most privileged amongst the creation of God because they need not start every new thing from the beginning. The past experience is always helpful to them. They learn from the past and make the plan for the future. An investigator, too, makes an effort to collect available information and past studies to go ahead with the new study. In this context, a survey is made of the existing relevant literature available on the topic. A large number of studies are available individually on the three variables taken up in this study and in a few studies two of these variables have been taken up together. The purpose of this chapter is to have a peep into the previous researches in the field, to analyse and critically examine them and to connect the present knowledge with the earlier studies in order to decide about the general framework of the study. The literature on the selected variables has been reviewed systematically below.
RESEARCH STUDIES IN ORGANISATIONAL CLIMATE

There are several controversial issues in organisational climate research. One of them, already mentioned in the beginning of this Chapter, is regarding definition of climate and culture. For this study purpose, the two terms have been used synonymously.

Sharan (1968) discussed the concept of organisational climate and identified the major factors that influence the climate. He divided these factors into three parts: formal, subjective and environmental. He noted that the application of formal theory of organisation, aimed at ensuring organisational efficiency, can create conditions for conflicts and tensions and has adverse effect on climate for managers in this context. The effect of policies on recruitment, promotion, remuneration and the personality traits have also been noted. Change in organisational climate, like all climatic changes, will depend upon the forces at the highest level. Whether the organisation function as a “mechanistic” or as an “organic” institution depends on how the top wants it to function. The author quotes a Sanskrit proverb in the context saying, 'As the king, so the subjects'. It is the administrative stratosphere upon which must be put the responsibility for initiating.¹

A modified version of Litwin and Stringer (1968) organisational Climate Questionnaire was employed to tap respondent's perception of the organisation's climate. An elevenitem instrument, employing a seven-point Likert scale, was used to measure job satisfaction. The score was analyzed. The results suggested that of responses to organisational climate questionnaire, job satisfaction partially served to
improve the dimensionality of climate instrument. This research provides evidence that an individual's affective response influences perceptions of organisational climate. This study also indicates some guidelines for the future researchers if they are interested in examining the relationship between organisational climate and job satisfaction.2

Johannesson (1973) in his article, concerned with measurement of organisational climate, has questioned the independence of climate factors from those identified in research on work attitudes through literature review and logical argument. Two work' attitude measures and 90 organisational climate items were administered to a primary sample of 390 employees of a large manufacturing corporation in Ohio. Identical data were collected from a second sample of 109 employees performing similar jobs in Illinois plant of the same firm. It was hypothesized that most of the variances in a perceptual measure of organisational climate could be subsumed in factors traditionally found in satisfaction research. The data tend to support the hypothesis. Cluster analysis of cluster scores generated for each measure reveals substantial redundancy of climate factors with regard' to work attitude factors. Assessing climate via perceptual self-report measures may result in the replication of work attitude literature. By and large, organisational climate as measured in this study failed to add new or different variance to commonly identified satisfaction factors. They just confirm the opinion of some other authors.3

Lawler, Hall and Oldham (1974) conducted a study which was designed to test the view that organisational structure and process are related to organisational climate which, in turn, is related to organisational performance and employees'
satisfaction. Questionnaires were filled by the directors of 117 research and development organisations and by 291 scientists in a sub-sample of 21 of these organisations.

A questionnaire was mailed to the director of research in each of the 117 organisations. The researcher visited 21 of the larger labs to collect data from individual scientists. Results show that several organisational process variables were significantly related to climate of the organisation as perceived by scientists. Perceived climate in turn was shown to be significantly related to measure of organisational performance and to job satisfaction. Climate is strongly related to scientists’ feeling about the quality of their work experience. The correlates between these variables are undoubtedly somewhat elevated because they all are measured by self-reports from the same individuals, still they are sufficiently high so that they seem to be reflecting a real relationship.4

Fineman (1975) tested two hypotheses: (1) A significant positive correlation between a manager's need for achievement and performance will be more likely to occur when he perceives the climate of his job in strong achievement terms. (2) (i) Managerial performance will be highest in a condition where high need for achievement and high perceived achievement climate coincide, (ii) Managerial performance will be lowest where low need for achievement and low perceived achievement climate coincide. Data gathered from three samples tend to support the first hypothesis. Only the first part of the second hypothesis was consistently supported. The findings of hypothesis 2 (ii) do not unequivocally support the notion that the coincidence of low need for achievement and low climate will result in lowest
performance. A reason for these irregular findings could be that other performance related influences, which correlate negatively with need achievement, have become operative in the 'low-low' condition. A high fear of failure or high end for security are possibilities here. In the end he recommended that person-environment orientation should be maintained and developed in the study of managerial behavior.\(^5\)

Ganesan (1977) made an attempt to measure the relationships existing among organisational climate, need satisfaction and personality orientation among a group of assistant professors of a college and the research staff of a research institute. The sample for this study consisted of 31 Assistant Professors of an Arts College and 16 from research staff. They aged from 25 to 50 years and had served their organisations from 2 to 30 years. The result revealed that personality orientations are not related to need satisfaction and organisational climate but need satisfaction alone is related to organisational climate. Need importance and need satisfaction are significantly related. Some other conclusions include-the organisational climate dimensions are significantly correlated and measure a unique variable, deprivation of need satisfaction lead to negative perception of organisational climate and vice versa.\(^6\)

Ganesan and Rajendran (1981) administered personality orientation questionnaire developed by Bass and organisational climate questionnaire evolved by Litwin and Stringer to 24 University teachers. Their age ranged from 25 to 50 years and they had put in 3 to 25 years of service in the University. The dimension measured in organisational climate were: conformity, responsibility, standards, rewards, organisational clarity, warmth and support and leadership. For each of the seven dimensions the respondents were asked to give their assessment of the
organisation's current position on a 10-point scale. Correlations reveal that there is a significant relationship between personality orientation and organisational climate dimensions, conformity, reward, warmth and support. The more interaction-oriented expects more reward while the more task-oriented expects less reward. However, the discrepancy scores are not significantly related to the personality orientations indicating that the satisfaction regarding the organisational climate is not influenced by the personality orientation.\(^7\)

Schnake (1983) organised a study to determine whether an effective response influences the dimensionality of perceptual measure of organisational climate. To accomplish this, 8,938 supervisors of a large firm completed organisational climate and job satisfaction questionnaires. These employees performed a variety of clerical, technical and non-technical tasks. The data were collected as part of an organisation-sponsored attitude survey.\(^8\)

Baumgarted, Reynolds and Pathan (1984) suggest that the development of management education over recent decades has stimulated a growing body of research, evaluating the effects or outcomes of such training. According to them early research findings often yielded ambiguous results. However, effectiveness of management education was contingent upon other important factors. They designed a paper to assess specifically the role of selected personality variables and organisational climate in moderating the effects of training. This research took 15 years and focused on the role of management training in the diffusion of advanced management technology. The paper included four studies, two carried out in India and two in U.S.A. The study reveals that managers who believe in value of
management education are inclined to apply new knowledge and skills on the job and the organisational environment into which they apply new learning in the work place. The most favourable organisational climate is characterized by high appreciation for performance and innovation, a climate of freedom, a rational evaluation and reward system and the openness in relationship. The researchers conclude that each organisation has a unique climate and covers a variety of concepts, but it mainly focuses at interpersonal relations between/among members of the organisation.  

Dastmalchians (1986) article is primarily concerned with exploring the relationship between organisational climate and characteristics of organisational environments. Environmental characteristics include dependencies, competition and uncertainty. In addition, the relationship of climate and environments with dimensions of organisational structure and size were examined. Data were collected from 15 industrial organisations in Britain. The study reveals that different environmental characteristics have different association with organisational climate. Also, the relationships between organisational environments and climate are not similar to those found between environment and structure. The results provide support to the suggestion that appropriate climate and structural design, as responses to environmental pressures, may be considered as complementary strategies in an attempt to maintain administrative control. Organisational climate dimensions had some significant relationship with organisational structure variables, but these in general were somewhat weaker than expected. In the end, they mentioned that small number of organisations and low number of respondents were a major drawback of the study.
Chandola (1988) in her paper reviewed the literature on organisational climate in educational institutions and gave a precise idea that organisational climate could be viewed as a relatively enduring quality of the internal environment of an organisation. This was experienced by its members. She highlighted two major trends: (1) Each institution has a unique climate of its own. Organisational climate covers a wide variety of concepts viz., leadership, personality disposition, (2) The quality of organisational climate varies directly in proportion to the quality of leadership and quality of motivation it has.\textsuperscript{11}

Kirton and McCarthy (1988) argue that the similarities in preferred ways of working and associated personality characteristics within a group constitute a 'cognitive climate' within the overall organisational climate. The empirical evidence has been reviewed, together with studies which examine the effect of inferred forces on the individual who finds himself / herself in an 'alien' cognitive climate. The implications of cognitive fit with regard to team functioning, tolerance and cohesion were discussed. The results reveal that the identification of a cognitive climate within organisations has useful implications for the practitioners who are attempting to build effective teams. Cognitive climate is not, of course, the only factor involved in achieving good.\textsuperscript{12}

Parikh (1988) in her working paper has discussed the concept of interface, which is an enduring pattern of relatedness between people, tasks, structures and systems. The Indian experience suggests the organisations which introduce new structures and systems, get carried over to large organisations. The researcher defines the two concepts, culture and interface. The new interfaces which emerge will reflect
the change in structure, anticipated change in leadership, introduction of heterogeneity, be that of age, socio-cultural belonging, education, training. It is found that as the individual grows and encounters diverse systems, his/her interface needs to be modified. Individuals over time acquire stable and enduring interfaces which are meaningful.  

Reddy (1988) has taken up the main objective of understanding the nexus between organisational culture and organisational structure. Organisational structure is a multidimensional construct. The main objective of the study is to test some hypotheses in the light of empirical work. He explains the difference between organisational culture and national culture. In the end, organisational culture has been defined as the one in which individuals exhibit a strong tendency to seek support, warmth and advice from superiors even in situations which do not warrant such learnings, and expect a similar behavior from their subordinates.

Selvam (1990) has attempted an in-depth study of the various factors that influence organisational climate, and mainly three factors, structural properties, leadership style and characteristics of organisation members, and how these three factors are balanced to create an amicable working environment. He has concluded that these three factors constitute the three arms of a triangle. Change in any angle of anyone arm of triangle brings about change in those of the other arms and a different organisational climate is the result. Thus a balance has to be maintained among the three factors to create an amicable environment in the organisation. He suggested that instead of specific rules and procedures, the structure should develop alternative approaches from which one can choose the right one or can develop a mix. This kind
of structuralisation gives both direction and freedom and thus creates a congenial climate for the functionaries.\textsuperscript{15}

Rentsch (1990) studied the relationship between people's membership in social-interaction groups and the meanings they attach to organisational events. It was hypothesized that people who interacted together would interpret organisational events similarly and that different interaction groups would interpret organisational events differently. Data were collected from 64 members of an accounting firm and were analyzed with network analysis and multi-dimensional scaling. The results gave the evidence that people who interacted with each other had similar interpretation of organisational events and that the members of different interaction groups attached qualitatively different meanings to similar events. Methodological, theoretical and practical implications of the results were also taken into accounts.\textsuperscript{16}

Virmani and Kanchan (1990) have tried to make a distinction between organisational climate and organisational culture. They are of the opinion that culture is more inclusive and has wider meaning than climate. So, in this study, first they have defined culture then give a few factors which can affect organisational culture like technology used in the organisational architecture, values, basic assumptions, relationship to environment, time, space and human nature.\textsuperscript{17}

Gangjee (1991) has shared the understanding about organisational culture by using concepts, symbols, scripts, events and myths: First of all, he has explained a few related terms like definition, logic, norms, procedures, output and environment. He concludes that if managers are sophisticated, one might begin with collecting data, regarding the logic of organisation and its relevance. One might start, so to say, at the
very beginning by investigating the definition of the organisation and try to arrive at a common stated definition. Here one would also investigate whether there are any unstated definitions at the conscious or unconscious level, and see if these are conflicting with the organisations' purposes. This would require that managers are first prepared to work at their levels. Organisational culture manifests itself in and, in turn, is influenced by symbols, scripts, events and myths operating inside it.\(^{18}\)

Brown (1992) explains that organisational culture may be harnessed to achieve both operational and strategic goals. Aspects of culture range from basic assumptions, beliefs and values to artifacts in the form of stories, symbols, events and myths. The author illustrates this with examples drawn from his own experience and from the works of other researchers. He demonstrates new tools for mobilising commitment and enforcing control that can have performance implication.\(^{19}\)

Garg and Parikh (1992) have explored the four interfaces operative in Indian organisations viz. structure and systems / organisations interface, roles/ organisation interface, strategy and culture / organisation interface and leadership / organisation interface. The study has further attempted to present an integrated framework to understand culture, self, role, organisation and environment of Indian managers and organisations. The researchers conclude that their work and experience with Indian organisations and managers suggests that there is an Indian identity. This identity revolves around basic assumptions concerning: (i) nature of man, (ii) nature of group and society, and (iii) nature of man's relationship with one's group. These are drastically different from constructs and assumptions of the west. Indian identity is concerned with perpetual ambivalence, low self-growth, high emotional and personal
dependents and a unique kind of individualism. It is necessary to search for culture specific theory, tools and technology capable of reaching the roots of Indian identity.\textsuperscript{20}

Guzley (1992) has surveyed the employees of a large service organisation in the south-west USA to determine if an individual's organisational commitment is related positively to perception of organisational climate and of communication climate. The results were in favour of hypothesis.\textsuperscript{21}

Desai (1993) is of the opinion that human resource of an organisation is the most complex factor. The ability of human resource to manipulate and improve technology as well as structure makes it the dominant factor in any organisation. The individuals in an organisation come from varying social strata, characterised by different norms. They enter with personalities shaped by competence, experience, psychological needs and expectations all interlinked and undergoing a continuous change owing to the process of adjustment. The inter-personal relations, in their totality, provide the necessary culture for growth as well as assimilation of individual in the organisation. During this process of growth and assimilation, the individual changes in terms of ability and attitude. The actual performance and the consequent recognition also provides an important feed-back to the individual. After discussing this, the author concludes that organisational climate can be assessed in terms of arousal of these motives in the group. The assessment can be done through a suitable instrument.\textsuperscript{22}

Ostroff (1993) investigated the relative, combined and interactive) effects of organisational climate and personal orientation on individuals' attitude and behavior
in any organisation. It was proposed that congruence between organisational climates and individuals' personal orientations would lead to higher satisfaction, commitment, involvement in work, adjustment to work and performance, and less stress, turnover intent and absenteeism. Questionnaires were completed by 533 teachers from 29 secondary schools. Climate scores were assigned to these individuals based on the perception of their peers. The results indicated that work responses could be explained by a joint and additive function of organisational climate and personal orientation. However, multiplicative climate-personal interactions, did not significantly explain the variance in individuals' behaviors and attitudes beyond that explained by the main effects of climate and personal orientations. Implications of these findings were also discussed.23

Pestonjee and Desai (1993) probed the relationship between the factors of learned helplessness and organisational roles stress to motivational climate of the organisation. The sample comprise of 220 respondents belonging to the middle management of 5 units of engineering industry located in western India. Results reveal that the climate of the organisation that is related to trust among the members, affect the learned helplessness and pressurise the executives. Management of reward was the other dimension of organisational climate which had a significant bearing on the dependent variable of learned helplessness and organisational roles stress.24

Chen, Hsin-yi (1995) examined the difference of organisational climate and human resource practices between American and Chinese companies in Taiwan. Two kinds of questionnaires, the organisational climate questionnaire and the HRD practices questionnaire were distributed to 25 companies, 15 Chinese and 10
American. Structured interviews were also conducted. Major research findings were: There are significant differences in organisational climate between the American and Chinese companies. The climate in American companies are more open than in Chinese companies. There are also significant differences in job satisfaction and fairness issues. There is no significant difference in leadership styles and motivational forces.25

Nagnur V., Shobha and Halakatti V., Sunil (1997) explained in a research paper some definitions of organisational climate. They also include the measurement of organisational climate in terms of shared perception of employees, who work and live in the organisation to create a most effective work environment. It was revealed that considerable diversity was found in the measurement techniques. The climate was studied in terms of Unidimensional, multidimensional and single climate, as well as multiple climate in a single organisation and measured by both perceptual and objective techniques.26

Helena, et al. (2003) investigated how the perceived organizational climate of a work place was related with work related symptoms and how these factors varied according to socio-demographic and work-related characteristics. It was found that part of the impact of the organizational climate on sickness absence was not caused by an increase in work related symptoms. Also organizational climate seems to correspond not only with organizational practices and leadership but also with the occupational health. The organizational climate used as a research tool and it attempts to reduce the work-related ill-health and sickness absenteeism.27
RESEARCH STUDIES IN JOB SATISFACTION

Job satisfaction is the result of various personal and job related factors. It is determined by the actual situation at work as well as by the demands of the individuals. A large number of studies have been noticed in which job satisfaction has been studied individually or along with any other factor.

Sinha and Singh (1961) tried to find the factors associated with absenteeism in workers on the oasis of attendance records in a large steel industry. 72 high absentee and 166 low absentee workers were located on random sampling. 50 workers from each group were interviewed on job satisfaction questionnaire. The low absentees were judged to be satisfactory. Among the 11 personal factors studied, only income level showed significant difference, i.e. high income workers had low absentee rates.28

Desai (1964) related job satisfaction to physiological needs, status needs, need for belongingness, employees' interest, work environment, inter-relations and employees' personality.29

Chakraborty (1965) has tried to gauge job satisfaction of employed persons in India. The study is based on the replies of 650 persons working in major industries of private sector and government establishments situated in Calcutta and nearby towns. The author concludes that the picture of satisfaction is never stable. It keeps on changing. It may change for the better or may change for the worse. Vocational satisfaction seems to bear significant relationship with education, success, type of work, age, status and occupational experience.30
Basu (1966) remained confined to a consideration of the theory construction and the research work done by the psychologists in the field of incentives and job satisfaction. A clarification of some of the concepts and an overview of current psychology was made and some of the typical research findings, taken from the east and west were also examined.31

Lahiri and Srivastava (1967) obtained the response from 93 middle managers, for which the questionnaire contained 13 job contents and 13 job contexts, contributing to the feeling of job satisfaction in existing and imaginary situations. The results were also compared with American studies. The findings cast serious doubts on the generality of the Herzberg- Masner Snyderman Motivator Hygiene Theory.32

Bhushan (1968) observed that high wages are responsible for higher job satisfaction. Fringe benefits and grown dimensions also have positive correlation with job satisfaction. His results further show that the job satisfaction of skilled and unskilled workers are substantially influenced by the climate created by the management in the industry. Higher pay, more freedom and job security along with less dominance and control will create job satisfaction.33

Waters and Waters (1971) report that overall satisfaction or dissatisfaction is correlated with measure of satisfaction/ dissatisfaction with several aspects of work situation for 160 female clerical workers. Positive and negative feelings were obtained about the company. Tabulations were made of responses to open-ended questions, concerning reasons for positive and negative feelings about the company. The results offered no support for the two-factor theory of job satisfaction, but were
consistent with traditional framework in which any variable can be both a satisfier and a dissatisfier.\textsuperscript{34}

Anand (1978) conducted a study in Delhi on a sample of 122 teachers of correspondence B.Ed. Course of Central Institution of Education, Delhi, 81 of them were men and 41 were women. A 5-point scale, administered to them for measuring job satisfaction, showed that job satisfaction was related to sex and age. Women teachers were more satisfied than male teachers. Young people were not satisfied with their profession. Designation, better salaries, and promotions gave them more satisfaction. Academic careers and attainments were not related to job satisfaction.\textsuperscript{35}

Mehta (1978) ventured to find out the relationship between life satisfaction and job satisfaction and to study the role of objective factors such as pay, housing, . The study revealed that salary was the most important factor in employees' perceived life satisfaction and 15\% of variation in it was due to salary. Amenities is the second important factor and other factors, which made significant addition to cumulative contribution of life satisfaction, were norms, education and age. The rest of the independent variables including supervisor satisfaction, intensive job satisfaction with nature of job did not make any contribution to an employee's life satisfaction.\textsuperscript{36}

Jyoti (1979) has given certain variables which can affect job satisfaction. She drew 50 persons from each profession (viz. teachers, doctors and engineers). A questionnaire-rum-scale was prepared on the basis of Likert technique. The F-ratio obtained through analysis of variance shows that teachers tend to be at the bottom of the ladder of satisfaction. Engineers have reported a little higher job satisfaction and doctors have shown the highest job satisfaction.\textsuperscript{37}
Sharan (1980) made a study on working conditions and job satisfaction. A few aspects of working conditions were wages, benefits, job security, promotional prospects and physical atmosphere at work place. He observes that the respondents are getting very low wages and they seldom get the benefits like casual leave, earned leave, medical leave, to which they are theoretically entitled. They are not satisfied with physical atmosphere. Their work duration exceeds eight hours a day. Workers have mentioned that sometimes they have to work without any break, sitting on the stools. Absence of proper lighting arrangements and electric fans in assembly rooms have made the conditions still worse. The accumulative effect of these conditions make the work unpleasant. By improving all the above-mentioned conditions, satisfaction level can be achieved.\(^{38}\)

Amar Singh (1985) studied the correlates of job satisfaction among different professionals. The sample was of 320 persons from college and University teachers, advocates, engineers and doctors. He himself constructed a scale for measuring job satisfaction. The findings of the study were like this: Age and experience are positive correlates of job satisfaction, but size of family is negatively related. Professionals with extra academic and professional attainment have shown a trend towards reduced job satisfaction. Married professionals are more satisfied. The study also reveals that self-esteem, introversion and emotional stability are correlated positively with job satisfaction. Job satisfaction depends upon understanding of the job and its technological aspects, for which the author suggested that adequate training and specialised education should be imparted to the persons.\(^{39}\)
Sahni (1988) opines that an organisation is to get maximum output of highest quality in shortest time period, with minimum expenditure of human energy and maximum job satisfaction. Satisfied workers are more productive than others. Job dissatisfaction on the part of employees may lead to industrial unrest. High job satisfaction is the hallmark of a well-managed organisation.\textsuperscript{40}

Singh and Pestonjee (1990) explored the possible effect of job involvement and sense of participation on job satisfaction of two categories of bank employees. They defined the concepts of job satisfaction and job involvement and explained that job satisfaction and job involvement were found to be influenced by the sense of participation. Participation is a managerial technique for involving employees and allowing them in decision-making process. The sample consisted of 500 bank employees, 250 officers and 250 clerks of a nationalised bank of Western India. The officers and clerks were categorised into high involvement-low participation and low involvement-low participation on the basis of above median and below median classification. Job satisfaction of bank employees was found to be affected positively by occupational level, job involvement and participation. The interaction effect of job involvement and participation was found to be significant. In sum, the obtained data provides evidence to the effect that occupational level, job involvement and participation, all the three independent variables affect job satisfaction positively. Therefore, it is important for the organisations to provide sufficient opportunities to increase sense of participation and job involvement so as to make their employees more satisfied with their jobs.\textsuperscript{41}
Jamal and Jian-lin Xie (1991) tested the applicability of Likert's theory of participative style in a culturally diverse environment. They infer that the participative style tends to lead to higher job involvement, higher job satisfaction, lower levels of perceived job stress and higher commitment to the organisation than the autocratic style. These results are very similar to those obtained in the west by other researchers.42

Mathieu, Hofmann and Farr (1993) explained alternative conceptions of the relationship between job perception and job satisfaction. They tested it by obtaining survey responses from 450 engineers. One model, based on Job Characteristic Theory OCT, predicted that job perception led to job satisfaction. A second model, based on social information processing theory predicted that job satisfaction led to job perceptions. A third model which specified a reciprocal relationship between perceptions and satisfaction was developed. Supervisors rating of departmental characteristic were used as contextual variables along with individual differences measures as antecedents of job perception and job satisfaction. The magnitudes of the two reciprocal paths linking job perception and job satisfaction did not differ significantly. Directions for future research and application were also given in the end.43

Ciorciari (1994) suggests that organisation's communication process is an important variable to its success. The work force plays a vital role in this process. To have a productive work force, an organisation requires a satisfied and loyal work force. This study investigated federal employees level of communication satisfaction as compared to the employees' job satisfaction, performance and loyalties.44
Tania Rahman, Tasmina Rahman and Abdul Khaleque (1995) investigated the difference between public and private sector bank employees in terms of their perceived job satisfaction and its related factors. The sample of this study comprised 28 public sector and 28 private sector bank officers. The measuring instrument for job satisfaction was a scale developed by Warr, et al. which had seven-point rating scale, ranging from highly unsatisfied to highly satisfied. The results showed that the public sector employees had higher job satisfaction than private sector employees and further that their job satisfaction was positively correlated with their age and experience. But for private sector employees experience was negatively correlated with job satisfaction. The employees of this sector might have been satisfied with their salaries in the initial stages. But after a few years experience, they realized that job security was more important. The working day, which is an important factor for job satisfaction, is comparatively longer in private sector banks. Public sector employees enjoy more work autonomy, which is also an important factor in increasing job satisfaction.45

Clark (1996) was of the opinion that little recent empirical work in economics or industrial relations had examined job satisfaction, despite its clear correlation with labour market. His paper used the information collected from 5000 British employees to investigate the relationship between three measures of job satisfaction and a wide range of individual and job characteristics. Notably, men workers in their thirties, the well-educated, those working for longer hours and workers in larger establishments had lower level of job satisfaction. The estimated job satisfaction equations were used to calculate a measure of the shadow wage and to provide some evidence that was
consistent with the existence of non-compensating differentials in the industry and occupational wage structure.46

Soni and Pathania (1996), in a research paper, selected the main objectives-to find out the existing level of job satisfaction among employees, to study the correlates between job satisfaction and promotion, to study the perception of employees towards management's attitude for promotion and to give some suggestions for improving the level of job satisfaction. The Sample consisted of 200 employees from three cooperative banks. A schedule was prepared and administered to collect data. The results revealed that 59% of respondents were found to be dissatisfied and 41% were satisfied with their jobs. Educational qualification and professional qualification were found to be insignificantly associated with promotion. Length of service was significantly related to promotion. The attitude of management with regard to promotion in employees' perception was slightly negative. In the end, it was suggested that cooperative banks must have clear-cut policies for promotion and base level employees must get at least three promotions.47

Mohan, Jatindra and Riar Manpreet (1997) investigated into the job satisfaction of prison officers in relation to Eysenkian personality dimensions, self-esteem, alienation and quality of work life. The sample size comprised of 80 senior and middle level prison officers of Punjab in the ratio of 10 Superintendents, 15 Deputy Superintendents and 55 Assistant Superintendents. The results showed that job satisfaction was positively correlated with most of quality of working life dimensions. Job satisfaction was negatively correlated to alienation and self-esteem. Hierarchical level analysis showed that superintendent scored highest on alienation and quality of
working life dimensions. Assistant superintendents were higher on extroversion. Religion-wise analysis revealed that Hindu officers were higher on extroversion, while Sikh officers were higher on quality of working life dimensions.⁴⁸

Mela (2002) examined the job satisfaction levels among women higher-education administrators and the relationship between their job satisfaction and the perception of satisfaction with the organizational climate. The sample size of 186 women administrators, employed at five colleges and universities in the south-east and north-east United States. The study revealed a number of significant associations and relationship between job satisfaction with the other correlate organizational climate.⁴⁹

**RESEARCH STUDIES IN MANAGERIAL EFFECTIVENESS**

It is said that in any organisation, all things remaining more or less the same, the personality of the manager can make a difference in output of the company. Managerial effectiveness means to achieve the end of organisational effectiveness, as the latter depends upon the former. The researchers on this aspects have generally examined in two questions viz., how well the job is being done and how the effectiveness can be improved.

Tondon (1968) is of the opinion that the growth rate of a country does not depend so much on raw material and natural resources as on managerial effectiveness. There are three sets of values behind-management viz., values belonging to society, imported technology and synthesis of values that management
creates for itself. The writer concludes that there is no use of condemning our value system. Instead there is need to understand how improvement can be affected.\(^{50}\)

Jurgensen (1970) tried to describe the type of persons most likely to be successful as key executives. He concluded that following traits were demanded in a manager to be successful: decisive, aggressive, self-starting, productive, clear thinking, responsible, determined, energetic, creative and intelligent.\(^{51}\)

Maier (1970) suggests that there should be a multiplicative relationship between ability and motivation if a manager wants to be effective. For improving the effectiveness of a manager, ability and motivation both should be improved. Even if one aspect is neglected, the results will not be satisfactory or it will have negligible effect on the job behavior.\(^{52}\)

Pitrowski and Rock (1970) defined the traits of a successful manager. They suggested a few abilities of a successful manager, e.g. he should concentrate on achieving objectives, he should use right amount of energy at the right time and in the right place in order to achieve results. They conclude that successful managers are those who have the ability to be successful.\(^{53}\)

Taguiri (1970) opines that organisational variations have an important effect on measurement of managerial effectiveness. He suggests that a single measure of effectiveness is not workable in the different objectives and demands of any organisation.\(^{54}\)

Kumar (1970), in a study on successful executives drawn from a private sector company, concludes that the highly successful executives are intelligent,
achievement-oriented, dominant, and exhibitionistic. The successful appear to be less defensive and less conventional, less prone to self-abasement, independent in everyday interactions, express feelings of selfwork and see themselves as general competent people.\textsuperscript{55}

Srinivasan (1976) stated that the most important element in managerial effectiveness is the man himself, his leadership qualities, and his commitment to effectiveness. What he is, what he thinks, feels and does, will decide the degree to which his section or department or division can be effective.\textsuperscript{56}

Dharmani (1981) studied managerial effectiveness in the lead banks of Himachal Pradesh. The main objectives were to measure managerial effectiveness of branch managers in public sector banks and to study the perception of organisational climate of public sector banks. The data were collected from 196 managers. The study highlighted that effective managers were obsessed with effective leadership style but effective leaders were not necessarily effective managers. Organisational climate perception was almost similar in the case of highly effective, moderately effective and less effective managers. Dharmani noticed that of all the factors contributing to managerial effectiveness, individual qualities of the managers could be ranked first. Managerial effectiveness in the case of branch managers was independent of perception of organisational climate.\textsuperscript{57}

Bansal (1982) tested some correlates of managerial performance. The major objective of the study was to find out the contribution of some organisational, individual and demographic variables, which accounted for managerial performance as seen by their superiors. The main findings of the study are: (i) The managers want
smooth communication, better coordination in decision-making, responsibilities and feedback. (ii) Successful performance demands job knowledge, decision-making, good human relations, leadership, cooperation, communication and patience, and (Hi) Output professional knowledge, proficiency in work, punctuality, creativity. are the factors which ought to be kept in mind while judging performance.58

Venkatraman et. al (1983) stated, that the choice and decisions a manager makes reflect his personality, his outlook and his values. Since his choices are governed by his intelligence, reasoning ability, culture and traditional background, a manager should be a man who contributes most to successful job performance by his initiative originality, imagination, energy and willingness to accept responsibilities.59

Rattan (1986) looked into executive effectiveness among executives of superior service (N=200) in relation to their personality, self-perception, achievement and values. This study was thought to be carried out at All-India level, i.e. throughout the country. The main results of the study were: there was low score on neuroticism, social values and religious values, and, high score on social adaptability. Achievement motivation, on the other hand, favoured higher executive effectiveness. Social desirability also contributed to higher effectiveness.60

Gupta (1986) explored the managerial effectiveness of 150, branch managers, working in commercial banks of Punjab. Other outside variables included were extroversion, neuroticism, psychoticism, adjustment patterns and job satisfaction. Gupta developed his own tool for measuring managerial effectiveness. The main findings indicate that there is a significant relationship between managerial effectiveness and job satisfaction for the entire group. There is significant relationship
between the scores on managerial effectiveness and extraversion as well as social adjustments. There is no significant relationship between scores of managerial effectiveness and psychoticism.\(^6\)

Mumford (1987) explained the meaning of effectiveness. He gave classical management theory and reviewed a few studies on effectiveness. He suggested that management development should be concerned with producing managers who are effective in any organisational culture and generalisation. Decision about the kind of management development process, appropriate to any particular organisation, is a necessary feature. Just as it is clear that there is no single definition of the effective manager, so there is no single definition of an effective management development structure. It is important to emphasise effectiveness because many management development processes have been designed and implemented with an insufficient concern for what managers actually do. It often appears easier to depend upon an excellent management development scheme introduced in another organisation, or to take some one's statement of what managers do rather than to engage in specific analysis of the particular characteristics of effectiveness in one's own organisation. Generalisations and short-cuts do not provide a successful route towards management development.\(^6\)

Vashishtal (1988) went into some specific Issues like relationship between effectiveness and efficiency, comparison of effectiveness and efficiency in public and private sector, assessment effect of individual factors on managerial effectiveness. Sample size comprised of 384 employees, including managers, assistant managers and workers. Five questionnaires were administered. Job satisfaction was found
significant in the case of both the sectors, but public sector employees were more satisfied. Age had no effect on effectiveness. In order to assess the managerial skill, it was felt that self-assessment could not be a valid index of managerial skill.  

Gupta (1991) examined managerial effectiveness in terms of certain behavioral attitudes of managers, related with their roles in organisations. The different aspects of managerial effectiveness considered were-creativity, productivity, problem facing, central integration and growth orientation. The sample was confined to 14 sugar mills of private and co-operative sectors in Northern India. The main findings showed a positive and significant relationship between managerial effectiveness and organisational effectiveness. Scores on managerial effectiveness favoured managers of private sector rather than the co-operative sector. Gupta suggests that if a manager perceives that his role is creative, problem-solving, growth-oriented and integrated with other roles, he will be more effective in his role. 

Chakraborty, (1991) in his book on managerial effectiveness and quality of work life, has covered different aspects related to managerial effectiveness. He suggested a few models in Indian context, like psycho-philosophical or wisdom worker model. 

Rao (1991) has taken up the main objectives for his study in question from: why some managers are more effective and some less effective? What are the factors of effectiveness of branch managers in Andhra Bank? A pilot survey was conducted for 12 branches. Actual sample size was 74 managers. The findings of the study suggested that training programmes on leadership, for improving managerial
effectiveness, should be designed for Andhra Bank and seminars should be conducted for creating awareness about personal and behavior traits and Human Resource Development Department needed to evolve certain strategies, systems and practices and system of job rotation should be adopted. 

Vaidya (1993) had adopted the objectives as follows: to clarify the concept of managerial effectiveness, to prepare a status-cum-development survey on automobile industry, to determine the relationship between managerial effectiveness and a few managerial styles, to determine the relationship between managerial effectiveness and a few personality traits, to determine the characteristics of more effective and less effective managers. Sample size comprised 70 managers from three automobile concerns of Haryana. The main findings spotlight that styles of managerial developments lie in the category of "least emerging styles", less than two-thirds of managers do not develop either of the styles; there is no significant relationship between age and each of the eight managerial styles; there is a significant relationship between managerial effectiveness and personality factors like emotional stability, venturesome nature, shrewdness, indiscipline. She suggested that this study aimed at exploring the existence of hypothesized construct of managerial effectiveness in relation to managerial styles and personality traits, among the managers of 3 units of automobile industries. Because of lack of finance small sample size could be selected.

Rama J. Joshi (1995) analysed the personal and organisational factors contributing towards managerial effectiveness; Data were collected from two groups, effective and not so effective, and these revealed that, on the whole, between the two groups, personality traits were discriminating. The effective managers were more
stable on their jobs, more qualified and more satisfied with their careers. The effective manager was experimenting, reserved, suspicious and conscientious. Implications of the findings were also discussed.68

Seeta Gupta (1996) reviewed a few studies and discussed some behavioral characteristics like participate behavior, supportive behavior, positive behavior, responsive behavior, . After that, she gave a procedure for scale development, which included steps like item generation, data collection, data analysis which further included reliability and validity. She herself developed a tool for her research work in 1992. The distinguished feature of her tool, effectiveness questionnaire, was to relate itself to behavioral indices rather than output variables and that too in terms of performance.69

Gani and Shah(2001) conducted study on banking industry in Kashmir and describe various concepts, determinants and correlates of effectiveness with organizational climate. The study suggests that as compared to workers, officers find their organizational climate better and showed better effectiveness.70
RESEARCH STUDIES IN ORGANISATIONAL CLIMATE AND JOB SATISFACTION

In any organisation, the environment should be such that people feel that the work they are doing is their own work. This needs the presence of job satisfaction amongst the working force and congenial organisational climate. Review of literature shows that these two variables (organisational climate and job satisfaction) are of great interest in industrial psychology. A few authors have studied these two variables together.

Downey, Hellriegel and Slocum (1975) have tested the proportion that organisational climate interacts with individual personality in influencing job satisfaction and performance. 92 managers from one industrial firm were taken as subjects. These managers represented different hierarchical levels and functional areas in the firm and had been with the organisation for at least five years prior to the study. F-ratios indicated that only some effect was present in the interaction of personality and climate factor. Other conclusions are-Individuals who are highly self-confident and who perceive that the organisation clearly assigns responsibility and has clear-cut policies, are more satisfied with their co-workers than those who perceive the climate as unstructured. The highly sociable individual tends to be dependent on his environment for values and rewards. The results of this study are consistent with the previous theoretical work of some authors who suggested that congruency was a salient concept. The study indicated job satisfaction to be a function of the interaction between the personality characteristics of the individual
and perceived environment. The observed interaction effects personality and climate dimensions were less related to pay and promotion satisfaction.\

Lafolletle and Sims (1975) investigated as to whether organisational climate was redundant so far as job satisfaction was concerned. First, he defined job satisfaction and organisational climate. The broad objective of this research was to examine Johannesson’s proposition that perceptual organisation climate research was redundant for job satisfaction research. The research was conducted at a major medical complex. The respondents included registered nurses, licensed practising nurses, technologists, therapists, dietitians, technicians and clerical services. The questionnaires were collected from a total of 1161 employees of whom 79.6 per cent were female. Organisational climate and organisational practices were found to be related to job satisfaction. In addition, they evaluated some researches which tended to support the climatecauses-satisfaction hypothesis. The need for further longitudinal research to evaluate casually was emphasized.\

Kishore and others (1981) designed a study to find out the difference in the perception of middle management executives and first-line supervisors in respect of organisational climate and job satisfaction. The main objectives were to study the intercorrelation of the factors related to these two variables, to find out the relationship of dimensions of organisational climate with the dimensions of job satisfaction and to know the intercorrelation of the factors related to job satisfaction and total score for both middle management executives and supervisors group. The sample taken for the study consisted of 20 executives and 20 supervisors selected randomly from a small scale company. A 20-item questionnaire was administered to
the respondents. Simple arithmetic mean, correlation, critical ratios, were used to analyse the data. The results confirm that executives differ from supervisors in their perception of organisational climate and executives have obtained marginally higher scores on the perception of each dimension of organisational climate and also on total score. The findings also indicate that the job satisfaction inventory has high internal consistency.  

Welsch and Lanan (1981) infer that commitment to the organisation is an important behavioral dimension which can be utilised to evaluate employees strength of attachment. Results in a medical center point out that role conflicts and role ambiguity are negatively related to commitment, but organisational climate, power, teamwork, satisfaction with work, promotion, are positively related to organisational commitment.

Pratap and Srivastava (1983) surveyed the relationship between job satisfaction and organisational climate. The main objectives were: (i) to find out the relationship between organisational climate and job satisfaction in public sector undertakings, and (ii) to know whether there is an impact of age, experience, and income on job satisfaction and perception of organisational climate in public sector undertaking. The sample consisted of 60 employees (30 from unit 1 and 30 from unit 2) of a public sector undertakihng in Uttar Pradesh. The statistical tools used were 't' test and calculation of coefficient of correlation between organisational climate and job satisfaction. The study brings out that overall perception of organisational climate is better in unit 2 than that in unit 1; persons below 35 years of age and those having less than 12 years of experience have perceived climate better. Similarly, persons
having less than Rs. 1650 per month of income have better perception of organisational climate. The relationship between job satisfaction and organisational climate is not significant (correlation-0.49). The result drawn is that there are no significant differences of job satisfaction and organisational climate among the employees of the public sector undertaking and therefore, it can be considered as a homogeneous group.75

Pratap and Srivastava (1985) tested the relationship between organisational climate and job satisfaction, with a comparison between private and public sector textile industries in Kanpur. They explained that for the complete understanding of job satisfaction, a rather comprehensive approach was required in which many additional factors such as employees age, health, temperament, desires and levels of aspirations should be considered. His family relationship, social status, recreational activities in the organisation, could contribute effectively to job satisfaction. The sample consisted of 200 employees, 40 executives, 60 supervisors and 100 operating staff of four textile units of Kanpur. The study brought to light that there was a significant difference between private and public sector employees in terms of job satisfaction and organisational climate. The correlation between goal-setting process and job satisfaction was found significant. Private textile industry employees were more satisfied than public industry employees in terms of job satisfaction. The organisational climate of private textile industry employees was perceived autocratic and that of public textile industry employees was perceived to be democratic. For this study, the relationship between job satisfaction and organisational climate was also significant (r=0.67).76
Srivastava (1987) is of the view that there are a few studies on the measurement of job satisfaction with reference to different sectors in Indian context. There are various intrinsic and extrinsic factors of organisational climate which affect job satisfaction. He suggested that the relationship of these variables with job satisfaction should be studied further.\textsuperscript{77}

Nehra (1989) studied the relationship between job satisfaction and organisational climate in the Haryana Cooperative Sugar Mill Ltd., Rohtak. The main objectives of the study were to see the position of job satisfaction in employees of the unit taken up, to discover the existing organisational climate in the unit, to determine the relationship between the two variables and to see the relationship of individual variables with job satisfaction and organisational climate. Responses were taken from 15 supervisors and 35 workers of the mill. The results showed higher dissatisfaction at both levels of employees, the correlation between overall job satisfaction and organisational climate was very high, the maximum number of supervisors were dissatisfied with the items of promotional opportunities, technical and administrative information and facilities, and present job and the department. On an average, workers assessed the organisational climate better than supervisors, salary and organisational climate were positively correlated.\textsuperscript{78}

Sharma and Sharma (1989) found the relationship of organisational climate (overall index and its six dimensions) with job satisfaction (overall index, on-the-job and off-the-job facets) and job anxiety on a group of 50 officers and 50 subordinates, working in an institution of higher studies. Individuals course and overall index on the POC (profile of organisational characteristics) have been utilised in the research.
work. The findings are: (i) Officers and their subordinates do not differ in their perception of overall organisational climate as well as on 5 out of 6 dimensions, (ii) Overall organisational climate is positively related to job satisfaction and negatively related to job anxiety in both the cases (officers and subordinates), (iii) Such relationships are stronger and pervasive in the case of leadership and communication dimensions of the POC for subordinates and in case of interaction influence, decision-making and goal-setting dimensions of POC for officers. It is concluded that organisational climate, job satisfaction and job anxiety measures are differently correlated for people in different positions. The magnitude of these relationships varies with nature of the dimension of organisational climate and the indices of psychological well-being. Suggestions have been given for future research.79

McQuarrie, Fiona Anne Elizabeth (1995) inquired into the ideology primarily as organisational culture which reflected mostly managerial ideology. This study related the ideology to job satisfaction and organisational commitment. The study dealt with the question whether the adoption of professional standards as personal ideology affects job satisfaction and organisational commitment and if the strength of this effect differed among workers at different types of organisations. The related questions were tested on 247 journalists, 152 from mainstream newspapers and 95 from alternative newspapers. Multiple regression showed that the professionalism score was significantly and negatively related to job satisfaction. Alternative journalists had stronger organisational commitment than mainstream journalists; all other relationships were statistically significant.80
Malcolm, et al. (2005) predicted the association between the company climate and the productivity that would be mediated by job satisfaction. In his study of 42 manufacturing companies, subsequent productivity was significantly correlated in controlled analyses with eight aspects of the organizational climate and with job satisfaction. An overall analysis showed that the company productivity was more strongly correlated with those aspects of climate that had stronger job satisfaction loadings.  

**RESEARCH STUDIES IN ORGANISATIONAL CLIMATE AND MANAGERIAL EFFECTIVENESS**

Behavior of an individual working in any organisation is influenced in a variety of ways by particular attributes and characteristics of the physical as well as psychological environment. A number of research findings show the influence of an employee's perception about the climate which ultimately affects his performance and effectiveness.

Bijlani (1974) notes that in spite of all clarity of objectives and all good intentions nothing concrete can be achieved if the right type of climate does not exist. However, the dimensions of the right climate were not illustrated.  

Hollomann (1976) opines that relatively small number of researchers have focused upon MBO (Management by Objectives). Some of the major factors considered in earlier investigations are manager’s ability, establishment of specific objectives in each key area of responsibility, periodic review of progress towards objectives and end-of-the-period evaluation of managers' performance on objectives.
Then, he defines organisational climate as a set of measurable properties of the work environment, perceived directly or indirectly by the people who live and work in this environment and assumed to influence their motivation and behavior. Hollomann collected data from 111 managers in a large utility firm and results showed that, in the present sample, organisational climate and managerial assessment of MBO effectiveness were positively related. More specifically, managers felt MBO was more effective and the climate of their immediate work group is more supportive. Climate-MBO effectiveness relationships were moderated by managers' need for independence and the type of work performance but were unaffected by organizational level. Data analysis exhibited significant differences in the perceived climates of the 34 work groups.

Jahangiri (1983) has discussed managerial effectiveness in relation to personality, occupational goal value, leadership style and organisational climate in educational institutions. All the variables taken up for study have been explained in detail. The objective of the study was to find managerial effectiveness in the field of education and along with its relation to other three variables, the effect of organisational climate on managerial effectiveness. Sample size was 200. organisational climate questionnaire consisted of 7 dimensions, measuring the perceptual organisational attributes, and described psychological characteristics of organisational climate like conformity, responsibility, standards, rewards, organisational clarity, warmth and support and leadership. The hypothesis was that managerial effectiveness would be associated with organisational climate. The study revealed that conformity to rules and personal expertise could be detrimental as well as beneficial in promoting organisational climate. The results of this hypothesis were
favourable establishing that managerial effectiveness was associated with organisational climate. The socio-psychological environment of educational institutions was found to be characterised by some climate items which were potent to influence the managerial behavior. Such variables could operate as constraint systems in both positive and negative senses by providing knowledge of what kinds of behavior are rewarded, punished or ignored. This assignment of different values to different behavioral outcomes would then influence the behavior of people, most interested in those specific values.\textsuperscript{84}

Padaki (1983), studying organisational climate in nationalised Textile mills of Ahmedabad, \textit{found} that difference in organisational climate produced difference in psychological states of the employees, of the mills. The effective mills were \textit{found} to have favourable climate.\textsuperscript{85}

Paul (1983) conducted a study of 150 managers in the city of Madras regarding managerial effectiveness and concluded that the managers who perceive the climate as more autonomous are more effective than managers who perceive the climate as less autonomous.\textsuperscript{86}

Akhilesh and Pandey (1986) while reviewing literature concerning organisational climate and managerial effectiveness, state that evidence available in the literature indicates that organisational climate is associated with occupant's positive effect towards job climate dimensions and is related with employees' performance.\textsuperscript{87}

Mamuthy (1990) opines that an organisation survives and forms its image because of the culture that it develops. The employees to stay on and perform
effectively in the organisation have to be well-conversant with rites, rituals, ceremonials and languages, followed by it. Then only the sense of belongingness among employees develops and the organisation grows. Organisations which value the importance of human resources take utmost care to ensure selection of the right person for the right job. Organisational culture is a cementing as well as driving force. It is a two-edged razor; if handled wrongly, it can hurt both ways. In Indian context, companies in public and private sectors which have recorded excellent performance are those with strong corporate culture. In short, the managerial personal have to be well-conversant with rites, rituals, myths, symbols, and gestures of their organisations to enable them to understand their employees. Otherwise, they will be rejected like a foreign body by the built-in organisational defence mechanism.

Biswas (1993) aimed at comparing regional rural banks and district co-operative banks on 26 dimensions of organisational climate and 8 dimensions of organisational effectiveness. Data for this study were collected from 3 different states, viz. Orissa, West Bengal and Uttar Pradesh. Total 71 managers working at different levels were drawn from the banks mentioned above, out of which 30 managers were from District Central Cooperative Banks and 41 were from Regional Rural Banks. The results showed that, out of 26 dimensions, the organisations differed significantly on 11 dimensions. But only 2 dimensions of effectiveness showed significant differences ilmong organisations. This research suggests that, in terms of effectiveness, the Regional Rural Banks have done significantly better on social responsibility aspects than the District Cooperative Banks but there has been no significant difference as far as economic performance is concerned. If these banks are to be strengthened, both the social responsibility aspect and economic performance aspect are to be looked into.
Pathak, Dharmani and Pestonjee (1993) reported that managerial effectiveness was a function of personal and situational factors. Other research findings also revealed that the way employees viewed their organisational climate would influence both their satisfaction and performance. They collected the data from 196 branch managers to study the relationship of managerial effectiveness with motivational climate and leadership effectiveness. Self-ratings by managers and subordinates ratings of their managers' effectiveness did not differ significantly. Out of 24 characteristics of managerial effectiveness, managers gave first three ranks to competence and responsibility, good work ethics and work quality. Adaptability factor was given the 21st rank by all managers which has an important implication in terms of managerial development. Motivational climate of the organisation was seen as characterised by extension, achievement and expert influence. The correlation analysis of managerial effectiveness with organisational climate dimensions suggest that branch managers are not considering themselves in the role of change agent. Rather, there is tendency to stick to rules. The findings also suggests that an effective manager is likely to be an effective leader but an effective leader may not be an effective manager. The relationship between leadership style effectiveness and managerial effectiveness needs further investigation, utilising leadership effectiveness instrument with psychometric qualities.  

Tripathi and Tripathi (2002) investigated the relationship between organizational climate and organizational success that also includes effectiveness, job satisfaction, organizational commitment and intention to quit. The study was based on sample size of 200 middle-level executives of public and private-sector organizations. The result revealed that organizational commitment, job satisfaction and effectiveness is increased with combination of reward, participation, proficiency and responsibility.
From the above review of literature it is clear that many authors have discussed the three concepts taken up for the study, viz. organisational climate, job satisfaction and managerial effectiveness, separately and a few of them have taken up two variables together. But Pharmaceutical Industry in India has not been touched upon much in this regard. No doubt, these studies are an indication of ample work done on these variables, but a lot of work is yet to be done in this field, particularly, with respect to Pharmaceutical industry.

For a developing country like India, Pharma Sector is one of the very important sector that is facing the heat of widespread changes. At one end when because of patents, restrictions are mounting on Indian Pharma organisations for new product launches. Other end experiences the increasing cost of health facilities and stiff global competion in this sector. Thus studying organisational climate, managerial effectiveness and job satisfaction in organisations of pharma sector carries lot of significance. In these choosen dimensions, very few research studies are available in this sector and the organisations selected under study are one of the top most organisations of this sector. This study investigates three variables, organisational climate, job satisfaction and managerial effectiveness among the executives working in Pharmaceuticals Industry in India. This industry is a highly prestigious industry in our country and contributes a lot to balanced development nation. Till now, these three variables have not been taken up together to study the problems of executives working in Pharmaceutical Industry. It is expected that this study would produce useful results for improving the organisational climate and managerial effectiveness in Pharmaceutical Industry and will also help in improving job satisfaction.
RATIONALE OF STUDY

People and Processes are the basic pillars of organisations in today’s world. Human resources are very important and they are termed as intellectual assets for an organisation. Therefore, it is not possible to think of human element in an organisation in terms of productive efficiency alone. An effort is required to be made where psychological problems of human beings, working in an organisation are properly addressed, defined, studied and tried to be removed.

Management problems have become more complex in nature and there is gradual disappearance of traditional systems operated by authoritarian or paternalistic leadership. Today's business environment appears almost bewildering.

In past, human psychology and organisational behavior were the areas that were generally ignored by Indian organisations. Organisational behavior is concerned with the study of what people do in the organisations and how that behavior affects and governs the performance of the organisation. Unfortunately, in India, organisational behavior, interpersonal processes, human relations and applied psychology generally have been given a back seat in comparison with finance, accounting, quantitative techniques, or it just exists in papers only.

Increasing managerial effectiveness and developing proper climate to work may well be the areas where we can hope, significantly, to raise the level of executive performance, achievement and satisfaction. A sound climate is a long-run proposition. Managers need to take an asset approach to climate. Putting pressures on
people may temporarily give better performance which is short term and is at the cost of the asset called organisational climate.

The three factors taken for study purpose have their own impact and influence on the psychology of human beings. The importance, need and, indeed, even relevance of creating a suitable climate for managerial personnel are often overlooked. It is perhaps for this reason that little has so far been done specifically to study and explore the human factor in relation to managerial effectiveness, job satisfaction and relevance of organisational climate in this context.

Most of the earlier researches, have been just directed towards problems related to policies and programmes, training and development of employees and for improving the productivity of an organisation. Although many studies have been conducted individually either on job satisfaction or on managerial effectiveness. This research aims as an effort to understand the concept of organisational climate deeply and to investigate its relation with managerial effectiveness and job satisfaction as whole. It is my belief that the findings of this study will be useful for identifying and creating proper organisational climate in the pharmaceutical industry.

The comparative nature of the study would help in revealing weak spots and would further lay down the ground for working out relevant remedial measures to strengthen the system. The suggestions given in this study would try to locate the drawbacks, which normally affect climate, effectiveness and satisfaction level of the managers.
NOTES


Desai, Jayshri,“Employees' Job Satisfaction”, Vidya, 7(1), 1964.


