CHAPTER 1
"The quality of a person's life is in direct proportion to their commitment excellence, regardless of their chosen field of endeavor."

It is almost impossible today to pick up a newspaper of news-magazine without finding a reference to quality of work/working life. In the search for improved productivity, manager and executives alike are discovering the important contribution of Quality of Work Life. Quality of Work Life entails the design of work systems that enhance the working life experiences of organizational members, thereby improving commitment to and motivation for achieving organizational goals. Most, often, this has been implemented through the design of jobs that afford workers more direct control over their immediate work environment.

Quality of work life is the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization? More specifically, Quality of Work Life may be set into operation in terms of employees perceptions of their physical and psychological well-being at work. It includes virtually every major issue that labor has fought for during the last two decades.

QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life.
Major Issues in QWL

Jerome M Rosow, president of the Work in American Institute, has identified seven critical factors which will affect the quality of work life during the years ahead. These are pay, employee benefits, job security, alternative work schedules, occupational stress, participation and democracy in the workplace.

In a deeper sense, quality of work life (QWL) refers to the quality of life (QL) of individuals in their working organizations-commercial, educational, cultural, religious, philanthropic or whatever they are. Modern society is organizational society. Individuals spend much of their lives in organizations. Hence, the importance of quality of work life is unquestionable.

Quality of Work Life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect [1]. The elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job [2]. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labor-management cooperation. People also conceive of QWL as a set of methods, such as autonomous work groups, job enrichment, high-involvement aimed at boosting the satisfaction and productivity of workers [3]. It requires employee commitment to the organization and an environment in which this commitment can flourish [4].

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Thus, QWL is a comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences.

**What influences the quality of work life?**

The quality of equipment tools and other technical and material factors influence the productivity of an organization. Also affecting productivity is the quality of work life (QWL) of course a factor that enhances one worker's quality of work life might have little effect on another worker's quality of work life. Some common features, however, tend to directly influence the QWL in most organization.

Eight major categories that together make up the Quality of work life have been suggested:

1. Adequate and fair compensation. Is the employee's paycheck sufficient for maintaining a reasonable standard of living? Is the wage or salary comparable to amounts received by other's in similar positions?

2. Safe and healthy working conditions. Is the work environment relatively free from excessive hazards that could employees injury or illness?

3. Opportunity for developing and using human capacity. How does the job relate to the employee's self-esteem? Does it permit the employee to use and develop his or her skills and knowledge? Does the worker feel involved and challenged?

4. Opportunity for continued growth and security. Are there
opportunities for advancement, or is the job perceived as a path to nowhere? Does the job provide the employee with employment and income security?

5. A feeling of belonging. Does the worker feels a part of a team or, instead, isolated from the group? Are fellow employees supportive of each other or, in a state of continual conflict? Is the work environment relatively free from destructive prejudice?

6. Employee rights. What sort of rights does the employee have? What are the standards, and access to grievance procedures?

7. Work and total life space. How does the job affect the employee's personal life roles, such as his or her relationship with family? Are overtime demands, travel requirements, and transfers perceived as excessive?

8. Social relevance of work life. Does the employee perceive that the organization is socially responsible? Does the organization produce a product or service that contributes to the employee's pride? Or does the organization engage in unethical activities? What are the organization dispose of waster?

Robert Levering a labor and business writer identifies these three additional factors:

- Trusting the people in the organization.
- Being able to take pride in the work being done
- Having coworkers who are enjoyable to work with
Improving the Quality of Work Life

Managers and workers have an interest in improving the quality of work life. Many managers believe that improving the quality of work life will increase productivity. Even if productivity remains the same, if the quality of work life can be improved with no detrimental effect to the firm why not do it? And although productivity might not change, turnover might decrease the firm might be able to attract better workers more easily, or morale might improve. The interest workers have in improving the quality of work life is even more obvious. If people are miserable 8 hours a day at work, they will be miserable the other 16 hours at home. Improving the QWL can improve a person's entire life.

Given the interest in QWL and the challenges to QWL in what ways can improvements be made? There are 14 main ways, with some additional possibilities for the future. The current methods for improving the quality of work life are:

- job enrichment
- job enlargement
- vertical and horizontal loading
- manipulating core job dimensions
- job rotation
- cross-training
- feedback and reinforcement
- well pay and floating holidays
- empowerment
- child and elder care
changes to the work environment and social environment

ergonomic changes

wellness programs

aesthetics and personalization

Of course, many firms elect to use several of these methods in combination.

**Job Enrichment**

A current catchall term for improving the QWL is job enrichment, a concept that can take a variety of forms. Job enrichment frequently involves greater use of factors that are intended to motivate the worker rather than only to maintain a satisfied feeling toward the job. (Remember Herzberg's motivation-maintenance model?) Basically, job so that a worker is likely to be more motivated. It provides the employee with the opportunity for greater recognition achievement growth, and responsibility, the lack of which can cause worker alienation. In short job enrichment involves modifying jobs so that they appeal more to employees higher order needs. An example of job enrichment would be to allow secretaries to sign their own outgoing letters and to be responsible for content and quality.

Another way of explaining job enrichment is in terms of job depth. Enriching a job means to add depth to a job. For example, a production worker's job might consist of the assembly of a circuit board. After assembly, the board is sent to a tester to see if the board works properly and is then sent to a third person for assembly with other boards. To enrich this job, depth could added by training production workers to test their own boards and then assemble them with the other boards. Notice that the difficulty level of the job has increased rather than just increasing the number of tasks (see Job Enlargement, next). Also the production worker is
not being thrown into a more difficult job and expected to learn the job on
his or her own. The worker is given the training needed to perform the new
job. With this new production job, the job of the tester can also be enriched
by assembling bards rather than just testing, thus changing the job of tester to
that of production worker as we now have no need for separate testers.

**Job Enlargement**

Job enlargement generally means that tasks are added to a job. With
job enrichment, the additions to the job were of greater difficulty than in the
original job. With job enlargement tasks are added that are at roughly the
same difficulty level as those in the original job. Let's look at three workers in
a mortgage brokerage, each of whom verifies a different portion of a credit
application. One verifies all of the employment data, one investigates credit
history, and one verifies assets and cash balances. All of these tasks are at
approximately the same level of difficulty. Job enlargement would consist
then, of having each worker completely verify every third application as
opposed to the current job in which each works on one third of every
application. In the initial job, there is not as much of a sense of satisfaction
for completing a whole unit. Consider, however, that there will probably be
negligible benefit from enlarging a job that involves screwing one nut on a
wheel to one in which the worker screws on six lug nuts.

**Vertical and Horizontal Loading**

Vertical and horizontal loading are methods of accomplishing job
enrichment and job enlargement. In other words, a manager analyzes what
he or she currently does for the employees that could be delegated to the
employees themselves. Are there tasks performed by employees when the manager is absent that they could do regularly? Could workers be empowered with more responsibility for deciding how thing are to be done? Should certain tasks be pushed down to a lower job classification? How could the employees be made to feel more accountable for their actions? Could some controls be removed without removing accountability?

Horizontal loading actually enlarges the job by pushing earlier work stages into it and pulling later work stages into it. Could certain tasks that precede the work be made a basic part of the job for the purpose of making the work more meaningful and responsible and less monotonous?

Manipulating Core Job Dimensions

What are the principal factors that tend to enrich jobs? J. Richard Hackman and Greg R. Oldham have identified five factors, termed core job dimensions, that they believe are essential ingredients of any job if the benefits of job enrichment are to derived. A brief discussion of each follows.

Task Variety

A significant core dimension of an enriched job is task variety. Basically, this dimension enables employees to perform a wide variety of operations requiring both thinking and doing types of activities.

Task Identity

A second core dimension relates to performing an entire task and is referred to as task identity. A job designed with this factor in mind allows the employee to have a more complete job with which he or she can identify rather than a minute repetitious job that seems to have little relationship to a
whole. A later section of this chapter discusses the whole job concept.

**Task significance**

Many people like to feel that the job they perform has an impact on others. They want to believe that their job is important and makes some contribution on the company and society. When a job offers this dimension, it is said to have task significance.

**Autonomy**

Many employees like to feel responsible for their actions. They prefer to have the freedom to make decisions, even when there is a chance of failure. Jobs that empower their holders with the right to make a variety of decisions without first having to consult a higher authority are said to have the autonomy dimension.

**Feedback**

"How am I doing?" is a question that many employees want answered. The feedback dimension exists in jobs where employees consistently receive information on how they are performing. Feedback includes constructive criticism as well as praise. An ideal time for employees to receive feedback is during their formal performance appraisal interview. The interview session also provides the manager with the opportunity to guide the employee toward establishing new goals and improving or modifying future performance.

**DOES QWL Have Its Limitation?**

Most managerial programs, such as QWL and job enrichment, have
Innovative ways to work

Because of the changing nature of workers and technology, as well as management's desire to improve productivity and morale, many organizations in recent years have experimented with a wide variety of work-related innovations. Some of the more common approaches include:

- Production based compensation plans
- Flextime
- Flex place
- Compressed workweek
- Contingent employment
- Job sharing

Some managers are proud of their successes with certain programs, whereas others have quickly abandoned similar programs because of the belief that they were not accomplishing certain objectives. Regardless of some of these bad experiences, there is a variety of additional modern techniques intended to improve the quality of work life that will be discussed here.

Production Based Compensation Plans

A rapidly expanding technique for improving the quality of work life of employees is sharing gain. Also termed production-based compensation plans, gain sharing plans are defined as organizational change programs of employee involvement with an organization-wide financial formula.

In simple terms, gain sharing involves providing employees with periodic cash bonuses for developing ways in which the organization can enjoy cost savings. The payouts are related to financial cost saving formulas...
and vary widely among organization, ranging from 20 percent to as high as 100 percent of the cost savings. Payout typically is made to employees on a monthly basis. In a gain sharing plan the employer attempts to communicate the state of the business clearly to employees asks for employee ideas, and seeks to solve problems related to such factors as product quality and productivity jointly.

Many organizations-large and small, manufacturing and service have found that gain sharing results in cost reductions, along with fewer grievances improved morale and a better work climate. Gain sharing programs have also brought about improved labor management cooperation as a result of labor and management working closer together.

**Flextime**

Can you imagine showing up for work at almost any time you want and leaving your job early or late, depending on your own personal desires? Alternative work schedules, known by a variety of names, including flextime, flexible working hours, and glide time, exist in many firms throughout the world. A West German aerospace firm first introduced the variable working hour concept in 1967. Today, 68 percent of workers report that they are allowed to change their work hours; 24 percent are allowed to do soon a daily basis.

**Flex place**

Flex place or telecommuting involves allowing employees to work at home (or some other location) instead of in an office or plant. Personal computers, laptops the Internet and advanced telecommunications allow millions of people to work partially or completely at home. Flex place
working was growing in the late 1990s but has cooled somewhat since the turn of the century. This is partly due to the job situation. In the 1990s business was booming and jobs were plentiful. This meant a shortage of work space and a shortage of workers. Workers could demand and receive perks like a flex place arrangement, which also helped with the lack of office space.

**Flexible Benefits**

A growing number of organization now offer employees a cafeteria style benefit program (also termed a flexible benefit plan), in which employees can pick and choose a combination of insurance and other best suited to their personal desires and individual and family situations.

**JOB SATISFACTION:**

The concept of job satisfaction: the definition of the concept of job satisfaction must begin with an identification of its epistemological roots. Since, satisfaction is an emotional response. The meaning of the concept can be discovered and grasped by process of introspection, that is an act of conceptual identification directed to once mental content and process. "job satisfaction may be defined as a pleasurable of positive emotional state resulting from the appraisal of one job or job experiences". The concept of job satisfaction is related to but distinguishable from the concept of moral and job involvement both moral and satisfaction referred to positive emotional state, which may be experienced by employee. Bitezles cites the following definition of moral; "moral is an attitude of satisfaction with desired to continue in and willingness prescribed the goals a particular group or organization". One could view moral as being caused, impart by job satisfaction in that a person who achieves his job goals or is making progress
towards them should feel more confident about the future than one who is not so successful. In the study by Lawler & Hall, satisfaction also emerged as a distinct factor; its nature is reflected by questionnaire item such as "The feeling of self fulfillment a person gets from being in may position" and "the feeling of worthwhile accomplishment in my position".

The industrialist, O.B. expert and also the management give very much importance to job satisfaction. Because if there is low job satisfaction in employees, the conditions of the organization are sure to deteriorate. It also may be a part of grievances, low performance, disciplinary problems and the difficulties. Job satisfaction is an integral component of organizational climate. Job satisfaction is positive emotional state that occurs when the person's job seems to fulfill important job values, provided these values are compatible with one's needs Dubrine. Job satisfaction is an individual's emotional reaction to the job itself. It is a person's attitude towards Rao and Narayan.

According to P.C. Smith et al. (1960) job satisfaction is the persistent feeling towards discriminable aspects of the job situation. Job satisfaction may be global or specific. Sometimes job satisfaction referred to as overall feeling of satisfaction i.e. satisfaction with the situation as a whole (global satisfaction).

Job satisfaction is dynamic. It changes from time to time. It can go as quickly as it came - usually more quickly - so it has to be maintained week after week, month after month, year after year. An intelligent and experienced management takes due care of it. According to Locke (1976), job satisfaction may be viewed as the pleasurable emotional state resulting from perception of one's job as fulfilling or allowing the fulfillment of one's important job values, provided these values are compatible with one's need.
Since, job is an important part of life, so the job satisfaction influences one's general life satisfaction, Near et al (1978). Job satisfaction has a number of good consequences for the organization as well as employees. Some of them are as under:

**Internal Job Satisfaction Factors**

Six job satisfaction factors are inherent in the work itself. They are:

- The work
- Job variety
- Task specialization
- Autonomy
- Goal determination
- Feedback and recognition

These factors are closely associated with the job itself and are the most difficult to alter without leaving the job.

**The Work**

The prime factor in job satisfaction is the work itself. It is difficult, if not impossible, to have job satisfaction if you hate the work you are doing. However, sometimes people claim to hate their job when in fact they just hate doing the job for their current employer. These people actually like the work; they just don't like the people they are currently doing it for. Others may dislike some aspect of their job. To avoid unnecessary career changes, it is important for you to distinguish between disliking the work and disliking your current employer.

**Job Variety**

Job satisfaction generally increases as the number of skills used in per
forming a job increases. Additionally, job satisfaction generally increases as the amount of knowledge needed to perform a job increases. These two factors, required skills and quantity of knowledge, combine to form job variety. The opposite of job variety is task specialization.

**Task Specialization**

When taken to an extreme, task specialization can create jobs with few tasks that repeat every 5 or 10 seconds. It is easy to see how jobs with such low job variety would provide little job satisfaction for some people. Other people, however, can accept limited job variety. What is an acceptable level of job variety is something that must often be left to each individual.

**Autonomy**

Autonomy refers to the level of control people have over their work. The more freedom people have over the pace of their work and the methods they may employ to perform it, the more autonomy they have. As autonomy, or freedom, increases, so does job satisfaction. The need for autonomy is sometimes felt more strongly in people trying to fulfill the higher needs on Maslow's Hierarchy of Needs. These higher-level needs would include the need for status and self-esteem, self-actualization, and knowledge.

**Goal Determination**

Goal determination refers to the freedom people have to establish their own work goals and to determine their own criteria for success. Increased freedom to determine goals and success criteria can lead to increased job satisfaction. Increased job satisfaction may also come from having goals determined and meeting them, as well as having the freedom to set those goals.
Feedback and Recognition

In this context, recognition can be differentiated from feedback by frequency and significance. Recognition is received from a manager, and it is received less often but carries greater significance than feedback. Recognition might be an employee-of-the-month award, whereas feedback may be as simple as a "Good job" from a manager. Feedback may also be inherent in the work. As an example, when a repair person fixes something and makes it work once again, the success is obvious when the item again functions. Instantaneous, direct feedback like this that is inherent in the work is the ideal form of feedback. This also points to some other facets of feedback that must be present if the feedback is to increase job satisfaction.

To maximize the effect on job satisfaction, feedback must be accurate, timely, and frequent. To be accurate, the people doing a good job must know they are doing a good job. However, the people not doing a good job must know how they are performing also. If workers are all told they are doing well, the effect on motivation and job satisfaction can be negative. First, if all are told they are doing well when some are not, then the value of the feedback decreases. Second, if all are told they are doing well when some are not, then the ones who are performing well may allow their performance to slip. Why should they try harder if everyone receives the same feedback regardless of performance?

Recognition for a job well done can lead to increased job satisfaction. Conversely, lack of recognition for a job well done can lead to dissatisfaction. For many people, receiving recognition in front of others can be more satisfying than receiving recognition from a manager in private. Recognition may take many forms ranging from a public acknowledgment of one's contribution, to an outstanding service or employee-of-the-month or –
year award, to a promotion. No matter what the recognition, as with feedback, the recognition must be accurately awarded. The value of the recognition may fall to zero if the undeserving receive it. Unlike feedback, recognition does not have to be as timely or as frequent.

Internal factors, most closely linked to the work itself, are not the only factors affecting job satisfaction. Many years ago it was believed that the job was the sole factor in job satisfaction. We now know that external job factors and individual factors can have an effect on job satisfaction equal to or greater than the work itself.

**External Job Satisfaction Factors**

The external job satisfaction factors are related to the work or to the working environment. Those related to the work itself are either easier to separate from the work than the internal factors or they are easier to change. They include:

- Achievement
- Role ambiguity and role conflict
- Opportunity
- Job security
- Social interactions
- Supervision
- Organizational culture
- work schedules
- seniority
- compensation

These factors are listed here roughly in order of descending control a
worker has over them. At the beginning of the list are those that workers have more control over the end are those workers generally have less control over.

**Achievement**

Achievement refers to a person's success on the job. The general belief is that high achievers on the job have high job satisfaction. There are some, like the behavioral managers, who believe that job satisfaction leads to high achievement.

The reverse of this situation may be even more important. People who are unsuccessful on the job have little, if any, job satisfaction. Therefore, the cure for low job satisfaction may be to increase job performance. Training, education, increased effort, or improved equipment may be the way to improve achievement and job satisfaction.

**Role Ambiguity and Role Conflict**

It is difficult for people to have high job satisfaction when they are unsure what their job entails. Not knowing what your job is or what your place is in the organization is referred to as role ambiguity. Clarifying the tasks that define your job and your place in the organization (in terms of authority and responsibility) can reduce role ambiguity. Reducing role ambiguity can lead to increased job satisfaction.

It is possible for people to have minimal role ambiguity but to have conflicts with their role. A person may know what his or her job is and what his or her role in the organization is, but there might be conflicts between the parts of his or her role. Increased role conflict leads to lower job satisfaction. An example of role conflict occurs all too often when someone is given the
responsibility for completing a task without being given the authority needed to do so. Other examples include conflict between getting the job done fast and getting the job done right, or getting the job done correctly even if it means redoing it and not wasting materials or other assets.

Opportunity

Many people may have more job satisfaction when they believe that their future prospects are good. These future prospects may mean the opportunity for advancement and growth with their current employer or the chance of finding work with another employer. If people feel they have fewer opportunities with their current employer than they would like, then their job satisfaction may decrease. Note that we are dealing with people's feelings here. "If people feel they have fewer opportunities," they may in fact have chances for advancement, but if they don't think they do, their job satisfaction suffers anyway. Not only must people think they have good future prospects with their employer, they must think that they have a fair chance of obtaining the future prospects. The same is generally true with opportunities with other companies.

If people believe there are outside job opportunities, their job satisfaction may increase or decrease and is also dependent on whether or not they feel they have a fair chance at obtaining the outside opportunities. Job satisfaction may decrease if there are outside job opportunities, especially if those jobs are perceived to be better. A feeling of the grass being greener on the other side can arise, leading to less satisfaction with the current job. Conversely, if the conditions at the outside jobs are perceived to be poorer than at one's current position (less pay, farther away, less desirable work hours), then job satisfaction may actually increase. Note that, once
again, it is the perception that is important. Actual conditions may be worse, but if someone perceives or believes them to be better, then satisfaction with the current job can be affected.

**Organizational Climate**

Organizational climate, defined as the way in which organizational members perceive and characterize their environment in an attitudinal and value-based manner Denison(1996) Moran and Volkwein(1992) Verbeke, Volgering, and Hessels(1998) has been asserted as an important and influential aspect of satisfaction and retention, as well as institutional effectiveness and success in higher education. As a result of its subjective nature and vulnerability to control and manipulate by individuals within an organization's decision-making mechanism, the organizational climate is greatly influenced by organizational leadership Allen (2003) Cameron and Smart (1998) Johnsrud (2002) Smart (1990) Volkwein and Parmley, 2000).

The majority of research examining organizational climates in higher education has focused on faculty and student perceptions (see, for example, Hagedorn,( 2000) Johnsrud(2002) Volkwein and Zhou (2003). Albeit minimal in comparison to research based on faculty and students, there have been a handful of studies specifically addressing organizational climate and administrative staff. As stated by Volkwein and Zhou (2003): Higher education research has shown that several work-related variables exert positive and significant influences on administrative satisfaction: a supportive organizational culture, teamwork, relationships with colleagues and superiors, worker autonomy, and self-fulfillment Austin and Gamson(1983) Bensimon and Neumann(1993) Berwick (1992)
Similar to the above evidence, two recent studies by Volkwein and colleagues (2000, 2003) examined the administrative job satisfaction at both public and private universities. Their collective findings reported job insecurity, stress, and pressure as having a significant negative impact on overall satisfaction, while teamwork, recognition, advancement, feelings of independence, and social and professional relationships with colleagues and supervisors had a significant positive impact on overall satisfaction.

Two studies conducted by Johnsrud and colleagues (1999, 2000) examined the morale of mid-level administrators. Defining morale as "a state of mind regarding one's job, including satisfaction, commitment, loyalty, and sense of common purpose with respect to one's work" (1999; p. 124), they found that organizational climate-related items such as trust, communication, guidance, feedback and recognition of competence from supervisors as significant contributors to overall morale. Another study examined the organizational climate and its relationship to job insecurity in three different universities. Utilizing approximately 60 administrative staff interviews, Allen's (2003) qualitative examination identified the following organizational climate-related items as contributing factors to high levels of insecurity: lack of respect and trust, poor interpersonal relationships, and not seeing oneself as a part of the campus community.

The above patterns of similarity regarding the relationship between organizational climate-related variables and administrative staff satisfaction provide strong evidence of the importance and influence of such factors in the workplace. For example, issues regarding self-fulfillment, recognition, morale, respect, and the quality of peer relationships and interactions
between organizational members (and leaders) are conducive and vital in producing a positive or balanced organizational climate that facilitates loyalty, commitment, and trust. Thus, the significance of a balanced organizational climate cannot be overstated in terms of the benefits yielded as a result of the harmony between an organization and its members. In consequence, inquiries to that end remain important and essential.

Finally, there are two studies that examined the organizational climate within the context of Bolman and Deal's (1991b, 1997, 2003) four-frame organizational theory. In a study investigating the use of four-frame leadership behaviors of department chairpersons in nursing programs and their relationships to the organizational climate as perceived by faculty, Mosser and Walls (2002) found that all four frame-related behaviors correlated positively with organizational climate-related items such as faculty support, social-needs satisfaction, and supervision. On the other hand, all four frames negatively correlated with disengagement or fractionalization within the faculty. Furthermore, chairpersons using a combination of the four frames (four, three, or two) in the organizational climate (department) were perceived by faculty as emphasizing faculty support, social-needs satisfaction, and supervision at significantly higher levels than chairpersons using a single or no frame. Faculty who perceived chairpersons as using no frame reported higher levels of disengagement within the climate (department).

Another study by Scott (1999) utilized Bolman and Deal's (1991b, 1997, 2003) four-frame organizational theory as the theoretical framework for assessing both leadership and organizational climate perceptions among staff (e.g., athletic directors and coaches) in 21 successful intercollegiate athletic departments across divisions (NCAA Divisions I, II, III and the
NAIA finalists for the Sears Directors' Cup Award). Scott's (1999) primary focus was to explore commonalities and/or differences among a select group of departments that shared a common achievement (success). The results revealed the organizational climates of the departments as having a multi-frame perspective, with little variation among four-frame climate characteristics. In addition, the results also revealed an overall agreement among departmental staff regarding the dominant leadership and organizational climate frames within each department, revealing the importance and influence of leadership regarding a multi-frame or balanced climate perception and success.

The evidence noted above supports Bolman and Deal's (1991b, 1997, 2003) assertion that a multi-frame orientation promotes organizational success, which is a by-product of the perceived organizational climate and satisfaction of organizational members. Furthermore, the role of organizational leadership and its impact on the quality of the organizational climate is evidently clear; organizational leadership has direct bearing on the climate and may facilitate change by adopting the cognitive complexity or balance necessary in assessing situations. The positive relationship between behaviors associated with the four frames and the degree of perceived support, satisfaction and supervision, and the negative relationship between the four frames and disengagement as reported by Mosser and Walls (2002) illustrates as much, and demonstrates the usefulness of the four frames for such inquiries. In sum, if organizational satisfaction and success are associated with four-frame-related factors such as teamwork (human resource), guidance (structural), trust (symbolic), and autonomy (political), one would expect that an organizational climate encompassing the four frames in a multi-frame or balanced view would yield such results. These expectations were confirmed in the findings of Mosser and Walls (2002) and Scott (1999).