A review of climate studies indicates that some researchers have considered climate as a set of independent variables and as a cause of work related attitudes, motivation and behaviour (Frederiksen, et. al., 1972; Pritchard and Karasick, 1973; Argyris, 1957b). On the other hand, some researchers have considered it as a dependent variable and focused their attention on understanding the causes of climate perceptions. The studies reported by Disterly and Schneider (1974), Lawler, et. al. (1974), Payne and Mansfield (1973), Payne, et. al. (1971) have attempted to identify the organization-environment causes of climate. In the work of Likert (1961; 1967), McGregor (1960), Hall and Schneider (1973), to name a few, climate is treated as an intervening/intermediate variable the existence of which is thought to serve as a cognitive medium between organizational conditions and individual reactions and behaviour.

The work of Beer (1971) and Litwin and Stringer (1968) provide further guidance to the nature of organization climate by specifying categories of variables such as social processes, leadership, management practices etc., having a bearing on the formation of climate perceptions.
JOB SATISFACTION AND CLIMATE

In evaluating the nature of OC, many researchers have taken recourse to a perceptual definition of the concept and have measured climate through individual perceptions of organizational conditions. Treated as a perceptual phenomenon being measured through descriptive statements about attributes of the organization, the concept has invited the criticism that climate is only a change in terminology given to job satisfaction. Johannesson (1971) was the first to raise this objection. He claimed that many designers of OC measures had taken their items from measures of job-satisfaction and that there was such a high level of common meaning that climate was a redundant concept. He also questioned the independence of climate factors from those identified in research on job satisfaction (Johannesson, 1973). Two widely used job satisfaction scales, SRA and Job Description Index, along with organizational climate questionnaire consisted of 90 items were administered on 499 employees of one company. The cluster analysis revealed substantial overlapping of climate factors with job satisfaction factors.

Guion (1973) stated that perceived OC seems ambiguous as one cannot be sure whether it implies an attribute of the organization or the person who perceives and describes it. If it refers to the organization, then the accuracy of climate perceptions should be evaluated. If it refers to the individual, then perceived OC may simply be a different name for
job satisfaction.

Schneider and Snyder (1975) reacted to the controversy and argued that a logical and empirical distinction between the two concepts was possible, provided the concepts were properly conceptualized and assessed according to an appropriate level of analysis. To test the hypothesis that people from the same organization would agree more on their description of the climate than on their feelings of satisfaction, they conducted a study in 50 organizations covering 522 respondents. The results of the study showed that responses to two measures of satisfaction were related more to each other than to the responses to a climate measure. A higher agreement was found within the climate description than in satisfaction. The interpretation of these findings was that perceptions of OC are descriptive and not evaluative or affective. Job satisfaction and job attitudes are personalistic evaluation of job conditions. An individual's norms, standards, expectations and values, influence his evaluation of the job and determine his affective responses.

At the conceptual level, researchers such as James and Jones (1974), Payne and Pugh (1976), Payne, et. al. (1976) and Wall (1973), have carefully distinguished between the perceptual, cognitive, descriptive representations of climate conditions and affective and evaluative reactions to them in the form of job satisfaction. Empirical findings tend to support this distinction between organizational climate and satisfaction (Schneider and Snyder, 1975; Lafollette and Sims, 1975). Moreover,
climate and satisfaction have been found to relate differently to indices of organizational effectiveness (Payne, 1973; Hellriegel and Slocum, 1974; Downey, et. al 1975; Lafollette and Sims, 1975; Schneider and Snyder, 1975). Thus the descriptive and cognitive nature of climate, divorcing it from the affective and evaluative aspects has been stressed.

PERSONALITY, MOTIVATION AND CLIMATE

An individual's needs, satisfactions, and goals influence his perception of OC, and this interaction in turn affects his behaviour. Pace and Stern (1958) originally theorized that for an improved understanding of the individual's attitudes and behaviour the concept of climate is helpful. Some attempts have been made in this direction to relate individual perceptions of climate to personality characteristics and needs. Stern (1970) used Murray's Needs-Press theory as a framework and examined the impact of personality on perceived environment. The findings indicated little overlap between them.

The effects of congruence of organizational and individual values on managerial performance and advancement were examined in two organizations differing widely in their value orientations by Andrews (1967). One organization was highly achievement oriented, progressive, expansion minded, and economically successful. The other organization was conservative, less achievement oriented, more oriented toward power relations and economically not very successful. The study reported that the two organizations did not differ in nAch and nPow. However, there was a signi-
ficant interaction between motivational needs and type of organization. 
Advancement was greater for those managers who had motivational needs 
congruent with the values of the organization. Jones and James (1973) 
discussed at length the relationships between organizational climate 
dimensions and individual perceptions.

Similar studies conducted in educational institutes have revealed that 
lack of congruence between measured personality characteristics or self per-
ception and environmental characteristics predicts dropout (Stern, 1970; 
Pervin, 1967).

EXPERIMENTAL STUDIES

One of the earliest experiments to study the emerging climate under 
different leadership styles was reported by Lewin, et. al. (1939). The 
leadership roles were authoritarian, democratic and laissez-faire. The 
social climate was found to be more powerful in influencing observed be-
aviour patterns of group members than previously acquired behavioural 
tendencies.

In a laboratory study through a simulation Frederiksen (1968) examined 
the impact of an innovative climate on 260 middle managers. Four different 
types of climate were attempted by providing different types of informa-
tion to the subjects. Half the subjects were informed that new ideas, 
innovation and creative problem solving were encouraged in the organisa-
tion. They were told that rules existed but they could be broken if
necessary. The other half were told that rules and regulations had been built up over the years, that they had proved very valuable, and they were not to be violated. The second treatment factor was the method of supervision - close and direct supervision vs. loose and indirect supervision. A 2 x 2 experimental design was used. It was found that under innovative climate the productivity was high for people with skills and attitudes that were associated with independent thought, action and ability to be productive in free and unstructured situations. It was also found that for those who worked in innovative climate with loose supervision the performance was more predictable than for those who had to work in an inconsistent environment, i.e., innovative climate but close supervision or loose supervision but rule oriented standard procedures.

Litwin and Stringer (1968) examined through simulation the impact of three types of OC: (1) an authoritarian-structured business, with strong emphasis on careful definition of duties, formal authority structure etc., (2) a democratic-friendly business where cooperative behaviour, group loyalty, teamwork, freedom from punishment and loose informal structure were emphasized; and (3) an achieving business, where innovation was encouraged, competitive feedback was given, pride in the organization was fostered, a certain amount of risk taking was desirable and high personal goals were encouraged. The different climate conditions were created by the Presidents of the organizations who adopted appropriate leadership styles. 45 students participated in the simulation exercise which continued over
an eight day period. The differences in performance and satisfaction were found to be significantly different in the three 'firms' which were competing in the construction and marketing of radar equipment. The achieving business produced a number of new products, cost-saving innovations and achieved higher profit. The authoritarian-structured business produced high quality of products without any deviation from the specifications laid out in the game. The members of the democratic-friendly business firm rated higher satisfaction with their jobs than members of the other two firms.

INDIAN RESEARCH PERTINENT TO THE STUDY

Overview

Indian research in organizational Behaviour has not lagged behind. As far back as 1970, a review of literature by Sinha (1972) in the Survey of Research in Psychology commissioned by Indian Council of Social Science Research (ICSSR) revealed that research studies on several organizational variables and their behavioural correlates were well underway. A large number of studies pertaining to various areas of research were reviewed. The major themes seemed to be job satisfaction and motivation, leadership, supervisory styles, selection and placement, and vocational choice.

The second survey commissioned by ICSSR included studies from 1971 to 1976 and indicated a significant growth in the volume of research in
the field. Sinha (1980) reviewed work in the areas of organizational structure, climate and processes. The external environment and the organization's capacity to induce changes within the organization which results in organizational development programmes has been discussed at length. Other reviews of the literature, for example by Ganguli (1971), Daftuar (1969), Ganesh and Rangrajan (in press), tend to corroborate the trends above in spite of obvious differences in the emphases in the reviews. Together, these reviews provide an adequate description of the state of Indian research in the area, and need no repetition here.

Indian Studies in Organizational Behaviour and Climate - A Sampler

The steady increase in the participation of industry in research is a reasonable indication that organizational effectiveness is becoming a major concern for managements and applied behavioural scientists in India. Organizations are increasingly viewed as striving to achieve multiple goals and not just the immediate profitability alone. However, while the roles of managers and leaders are undergoing significant changes in the organizational set up, a coherent body of evidence and inferences about the managerial and supervisory population is not yet available. Roy and Raja's (1974) review of studies on motivation of supervisors and managers indicated substantial gaps in knowledge. The importance of a conducive organizational environment is generally conceded by most organizations, but they usually provide a large number of material rewards to create favourable service conditions, e.g., an attractive salary, comfortable
working conditions, job security and other service benefits. The concepts of an organizational culture, an internal work climate and management values remain largely elusive and their links to administrative practices and procedures are further uncertain.

However, there appears to be a gradual increase in interest in industrial organizations in the development of human resources. Management development programmes with behavioural science orientations are becoming popular among Indian managers and, with the efforts of research and consulting staff in various academic and quasi academic institutions, systems for human resource development have been attempted in many organizations (Pareek and Rao, 1981).

Singh et al. (1977) in a study of organizational culture and its impact on managerial remuneration found that the demand for economic compensation varied significantly with the quality of organizational culture. The study suggested that by improving the quality of organizational culture the demand for money and remuneration could be substantially reduced. In another study on 200 managers Singh and Das (1978) found that the quality of organizational culture had a significant impact on commitment to work. A positive organizational culture appeared to satisfy higher order needs through more autonomy, achievement opportunities and self-actualisation, and was found to produce a higher level of commitment to work. An organizational culture with a coercive authority system affected the level of commitment negatively and was strongly associated with inaction, apathy and alienation.
Organizations develop their own cultures. They draw, retain and reward managers with different socio-cultural backgrounds, values and attitudes in ways that are culture specific within the organization. Dhingra and Pathak (1973) analyzed differences observed among managers working in different kinds of organizational cultures. The study was undertaken in two types of organization, (a) proprietary and partnership firms and (b) the subsidiaries of foreign companies. The former represented the 'patrimonial' type of organization and the latter were 'bureaucratic'. The study showed significant differences between the managers of the two types of organization with regard to their socio-personal background, values and work-related attitudes and behavioural preferences to certain simulated job incidents.

Using Nelson's classification of OC, Akhtar and Pestonjee (1967) examined the effectiveness of different types of organizational structure in terms of job adjustment and satisfaction. The four categories (bureaucratic, autocratic, idiocratic and democratic) of Nelson (1950) were reduced to two (regimentation or task oriented and democratic or employee oriented) and the impact of the differing climates on employees was studied. The findings showed that job adjustment and satisfaction with work were more positive in the employee oriented structure and climate.

Ganguli (1964) also reported that employees of departments which were badly managed expressed greater desire for social contacts and interaction
than employees from better managed departments.

Rao and his associates (Rao, et al., 1969; Rao, 1968) studied organizational climate of small industries and examined levels of aspiration and productivities of employees. Rao and Chattopadhyay (1974) investigated similarities and differences in the perception of organizational climate among employees at different levels. The study was conducted on 126 workers, 22 supervisors and 9 managers from 8 small industries. A Likert type questionnaire covering various aspects of climate, such as communication, decision making, loyalty, job clarity, handling of grievances, etc., was used to assess organizational climate. A method of work-sampling was used to study their productivity. The findings of the study were that perception of climate was unrelated to productivity. No consistent differences were found in the perceptions of managers, supervisors and workers rather, the differences revealed were between organizations and, therefore, dependent on within-organization features.

Menon (1971) found that supervisors felt responsible and committed when they experienced satisfaction due to opportunities in the job for learning new things and the challenging nature of work in an atmosphere characterized by a high degree of support from superiors. This support from superiors seemed to be instrumental in the development of responsibility and work commitment, especially on the part of subordinates who did not look for detailed work instructions.
Samar and Srivastava (1979) studied modes of conflict resolution adopted by 110 managers and their relationship with organizational climate. It was found that managers presented a well defined value hierarchy of strategies of conflict resolution considered desirable in handling conflict which might be associated with the nature of the organizational environment. OC scores obtained through the Liska and Stringer questionnaire revealed that managers who perceived their organizations as high on identity, support, warmth and reward displayed higher affiliation need and approval seeking behaviour.

Sinha (1969) reported differences in OC between public and private sector firms. The presence of a task-oriented managerial climate in private sector firms made employees hard working. Sinha (1977) studied relationships among organizational climate, leadership styles, motivation and organizational performance. It was found that the nurturant task leader created a more favourable climate for his subordinates.

Educational institutions have also been studied for their organizational environments. Research here has sought correlates of organizational climate in such dimensions as achievement and satisfaction. An extensive review of these researches has been reported in Rao (1971). The impact of the environment in medical colleges on the professional socialization of medical students is reported in Rao (1972).
Since the research reported here was concerned with textile manufacturing organizations, it should be in order to summarise the literature available pertaining to that sector.

There is a small body of research studies conducted in textile organizations on such aspects of organizational behaviour as job satisfaction, work motivation, structure and processes. For example, Mukherjee (1968) examined the importance ranking of various job factors among textile workers. He found that pay, opportunities for advancement, and job security were the three most important factors. At the bottom of the list were fringe benefits and working hours. Pestonjee (1973) studied the impact of organizational structure on employees' satisfaction, morale and productivity in textile mills of Kanpur. Both these studies were conducted on workers.

Sheth (1972) described changes in the social status of the first-line supervisor in a textile mill and the chain of social and organizational responses generated by these changes among the top and middle management personnel as well as the supervisors themselves. The introduction of some new management practices followed by reorganization of the loomshed resulted in a downward trend in the supervisor's status and authority. He also examined roles and responsibilities of the first line supervisor and found that there was ambiguity and differences in superiors' expectations (Sheth, 1973).
Prakasam (1977) studied managers' motive patterns, the emerging organizational climate and the motive arousals of supervisory personnel in high and low productivity mills. The findings of the study revealed that managers of high productivity mills had higher need for achievement. Managers of low productivity mills on the other hand, had high need for power. The organizational climate of the high productivity mills was characterized by emphasis on standards, reward and team spirit. In the low productivity mills, the climate was more of conformity which corroborated the power orientation. Similarly, more achievement oriented work behaviour was found in the supervisory personnel of the high productivity mills and power oriented behaviour in the low productivity mills.

The Human Resources Division of Ahmedabad Textile Industry's Research Association (ATIRA) had ongoing programmes of research in various aspects of organizational behaviour. An entire series of studies had as a central theme the supervisory and middle management organization in textile mills. A brief review of studies conducted over the last fifteen years is presented below.

An action research project was undertaken in four textile mills in which a larger organizational development task was attempted through supervisory training (ATIRA 1969). The conceptual framework in which the project was formulated had several important research elements. The extended survey phase of the project was designed to provide a variety of diagnostic information for organizational intervention. The research studies examined
such facets of the middle management organization as the actual distribution of time over various activities and inter-personal contacts over an 8 hour day, the discrepancies in the perception of supervisory responsibilities across 3 levels of management, the organizational barriers to training, learning and innovative behaviours, and the major shortcomings in organizational and administrative support to the manufacturing function. The findings of the project revealed several important features of role and position of middle management personnel and the organizational bases for various types of role stress. The various problems of supervision and the tasks in intervention for change are discussed in Padaki (1966, 1971). The organizational development through supervisory training is described in Roy (1974).

Another series of studies researched various aspects of motivation of middle management personnel and included explorations around the two factor theory of Herzberg. The Herzberg study was replicated on a sample of 150 supervisors (ATIRA 1970a; Padaki and Dolke 1970). The critical incident interviews yielded consistent patterns of satisfiers (motivators) and dissatisfiers (hygienes), suggesting a cross-cultural validity of the two factor theory. The reliability of the results was established by re-interviewing the respondents after a lapse of time and by verification through a questionnaire study. The questionnaire results largely corroborated the results obtained by the original critical-incident method (ATIRA 1970b; Padaki and Dolke, 1970; Dolke and Padaki, 1976). The
effect of personality characteristics namely, extraversion, neuroticism and achievement motivation on job attitudes of supervisory personnel were reported by Padaki and Dolke (1970), Sutaria and Padaki (1976), Dolke and Sutaria (1980) and Sutaria (1980). These studies attempted to examine relationships, if any, between temperamental characteristics and the sources of satisfaction and dissatisfaction. The results showed that while employees tend to be dissatisfied on the job by different factors, depending on their personalities and organizational environment, they tend to be satisfied by the same factors, irrespective of personality or organizational environment. Findings on the impact of organizational factors such as technology, structure and position on employees' sources of motivation are reported in Sutaria (1979a) and the interaction effects of these organizational factors and personality characteristics are reported in Sutaria and Padaki (1976).

The behavioural and mental health effects of job attitudes in different personality groups were also examined by Sutaria (1979b) on a sample of 164 supervisory personnel in six textile mills.

These findings on the two factor theory reveal a remarkably consistent motivational pattern for middle managerial personnel in textile mills, and suggest a scope for a redesign of job content through programmes of job enrichment. A test of the Hackman-Oldham model of job characteristics also indicated scope for improvement in motivation through job enrichment.
(Sutaria, 1978; 1979c; Padaki and Gandhi, 1981&). These studies and an action research programme on job enrichment are reported in Chapter IV.

Technicians' careers in the textile industry were also studied with a focus on job mobility and turnover (Dave and Sutaria, 1973; 1976; Dave, 1976a). The major determinants of job mobility were identified from a wide range of primary data such as demographic variables, personality, need fulfilment, job satisfaction and organizational situations related to roles, growth and development. Career records of 1,135 technicians from 23 randomly selected mills of Ahmedabad were collected and examined for possible relationships between demographic variables and job mobility. Typically mobile and typically stable technicians were identified and their personality and motivation patterns were examined (Sutaria and Shah, 1977). A series of exit interviews revealed the major causes for changing jobs. The organization's reputation among technicians, role conflict, role ambiguity and role accuracy in high turnover and low turnover mills were studied by Dave (1976b), and Shrivastava and Dave (1978). In two related studies, the findings showed that discrepancy in role perceptions was the primary cause of dissatisfaction with the job (Shrivastava and Parmar, 1977), and participation in the decision making process enhanced one's job satisfaction (Malaviya, 1977).

In another study, the identification of supervisory and clerical personnel with work and the organization were studied by Shrivastava and Dolko (1978).
Personal and organizational antecedents of identification were reported.

Padaki and Gandhi (1981a) examined the impact of organizational climate on identification with work and the organization with a sample of 72 technicians of three textile mills. The Litwin and Stringer scale measuring 9 aspects of climate was used to measure OC. The factor analysis of the OC scale resulted in four independent factors of climate. These factors of OC were considered as independent variables and work identification and organizational identification as dependent variables for a subsequent multiple regression analysis, which showed that work identification was predicted by the responsibility and risk factors of OC. The significant predictor of organizational identification was the general factor of climate. The standards factor of climate did not show any effect on identification with work or organization.

The studies reported above have originated in different programmes of research, with varying emphases on the organizational, psychological and behavioural dimensions under study. However, they have all had to contend with aspects of the organizational environment, objectively or subjectively assessed, and their possible associations with psychological or behavioural outcomes. The studies have also had a strong focus on the supervisory and middle management organization. Thus, the available findings, insights and tentative hypotheses might be regarded as providing an apt background for a more purposive research study within an explicit climate framework.