CHAPTER - 2

REVIEW OF THE RELATED LITERATURE
"Job Performance" is essential in all aspects of work. Many studies have been conducted on Job Performance. The studies conducted on the first line supervisors are few. The studies relating to the Job Performance of the first line supervisors are reviewed.

2.1 JOB PERFORMANCE AND ORGANIZATIONAL COMMITMENT

Meyer, J.P., Paunonen, S.V., Gellatly, I.R., Goffin, R.D. and Jackson, D.M. (1988) studied the "Organizational Commitment and Job Performance". They examined relationships between the performance of 27 first-line managers in a large food service company. They studied their affective commitment and continuance commitment. The investigators also examined the relationship between commitment and satisfaction. The commitment was correlated with three indexes of performance obtained from the manager's immediate supervisors. The Commitment was measured with Affective Commitment and Continuance Commitment scales, developed by Meyer and Allen (1984). Smith's (1976) "Index of Organizational Reactions" was administered to measure job satisfaction of managers.

The Affective commitment correlated positively and Continuance commitment correlated negatively with all the three
measures of performance. The job satisfaction did not correlate significantly with performance ratings.

They reported a correlation of 0.86 (P < 0.001), between the Affective Commitment Scale and the Organizational Commitment. The continuance commitment was found to correlate -0.06 with Organizational Commitment. Ratings on the performance dimensions correlate significantly with one another (average $r = 0.54$ range = 0.38 to 0.75). Performance and promotability ratings also correlated highly with ratings on the performance dimensions (MS = 0.67 and 0.47).

Thomas E. Becker, Robert S, Billings, Daniel M., Eleventh and Nicole L. Gilbert (1995) conducted a study: “Commitment with Job Performance”. Becker's Commitment Scale was applied to measure the commitment and Paulhus Scale (1984-1988) was used to measure Job Performance of 1,803 members of the May 1993 graduating class of large North-West University. The four factor model of the study provided a significantly better data than the model distinguishing among neither foci nor bases [$x^2$ diff (6 df) = 1,493.56 P < 0.01] and also fit better than either the two factor model specifying foci only [$x^2$ diff (5 df ) = 603.98 P < 0.01]. It is reported that commitment to supervisors is positively related to performance than is overall commitment to organizations.
The study indicated that overall commitment to supervisors is significantly and positively related to performance ($r = 0.16$, $P < 0.05$). The study found a significant Standardized regression weight for overall commitment to supervisors ($\beta = 0.18$, $P < 0.05$). This result demonstrated a positive relationship between commitment to supervisors and performance and that commitment based identification is significantly correlated with role performance ($r = 0.14$, $P < 0.05$).

Clive Fletcher and Richard Williams (1995) reported a study: "Performance Management, Job Satisfaction and Organizational Commitment". The study reported that the main elements of performance management systems are associated with positive employee attitudes. Steer's task goal attributes scale (1973), Szilagyi and McKemey (1976) scale were used in the study. Questionnaire Measures of Performance Management variables and of employee attitudes were obtained from 860 staff in nine organizations. The findings indicate that most elements of performance management did contribute to positive employee attitudes and that between them they accounted for a substantial proportion of the variance in measures of Organizational Commitment and job satisfaction. Some differences in the data from public and private sector organizations were found. The
Organizational Commitment was found to correlate strongly with job satisfaction (0.66, P < 0.001).

Walter C. Borman, Mary Ann Hanson, Scott H. Oppler, Elgine D. Pulakos, and Leonard A. White (1993) conducted a study: "Role of Early Supervisory Experience in Supervisor Performance". This explores the role of early supervisory experience and cognitive ability in first-line supervisor performance. This study tested structural models hypothesizing relationships among supervisory experience, cognitive ability, supervisory knowledge and proficiency, and performance ratings, using a sample of 570 second-tour soldiers.

The Armed Service Vocational Aptitude Battery, a multiple-choice test of supervisory job knowledge and the performance rating scale were used in the study as the instruments.

The significant ability experience path was interpreted as indicating that demonstrated ability contributes to soldiers being given the opportunity to obtain supervisory experience. Experience had a greater impact on supervisor proficiency than on supervisor knowledge. Ability had a greater impact on supervisor knowledge than on proficiency. The correlation between ability and supervisory knowledge was $r = 0.31$; and the correlation
between ability and ratings was $r = 0.07$; and the results show further that the ability-experience path improved significantly at the level of 0.05 level $x^2(1, N = 570) = 4.88$ and the path coefficient was at zero ($z = 2.21, P < 0.05$).

R.S. Dwivedi (1980) conducted a study: "Some Correlates of Employee Performance". The study sought to determine the relationships between personal history data, attitudes, and pay and employee performance. The study was conducted in a leading printing press in India. A 12.5 per cent sample ($n = 62$) was selected by the proportionate stratified random sampling method from the 12 departments of the company, employing 496 operating employees. The data regarding performance measure personal history, and pay were collected from the personnel department while those relating to employee attitudes were based on Structured interview with the individual employees.

The results have shown that the relationship between attitude towards supervisor and performance and between pay and performance were positive and significant. Marriage and urban background had negative and significant relationship with employee performance. The relationship of other personal factors and attitudinal variables with performance were positive and significant.
The correlation between attitude toward supervisor and performance 0.28, pay and performance 0.27, were significant at 0.05 level.

Richard M. Steers (1976) conducted a study: "Antecedents and Outcomes of Organizational Commitment". The study tested a preliminary model concerning the antecedents and outcomes of employee commitment to organizations, using a cross-validational framework. The study was carried out among 382 hospital employees and 119 scientists and engineers. The scales used in the study were, the Manifest Needs Questionnaire (MNQ) developed by Steers and Braunstein (1976). For measuring the personal characteristics and for measuring the job characteristics, the scale developed by Hackman and Lawler (1971), work experience was measured with test developed by Buchanan (1974) and Organizational Commitment was measured with test developed by Porter, et al., (1974).

It was found in the study that for both samples, personal characteristics, job characteristics and work experiences influenced commitment. For both the sample, work experiences were more closely associated with commitment (r = 71 and 0.64).
John M. Stevens, Janice M. Beyer and Harrison M. Trice (1978) conducted a study: "Assessing Personal, Role, and Organizational Predictors of Managerial Commitment". The study examined the commitment to their organization and to the federal service of 634 managers in 17 federal government organization. In this study, Ritzer and Trice (1969) scales were used. The two measures of commitment are found correlated substantially ($r = 0.40$). Age, Organizational tenure, and the importance of performance and technical skills in promotion are positively related to both types of commitment. The job involvement and skill level are positively related to Organizational Commitment.

Lawrence R. Jauch, William F. Glueck and Richard N. Osborn (1978) investigated the relationship among "Organizational Loyalty, Professional Commitment and Academic Research Productivity". Of 84 professors at a large Midwestern University. Likert scales and counts of publications were used to measure the predictor and criterion variables. These relationships were examined using multiple line regression to test for unique contribution of organizational loyalty and professional commitment to the variance in research productivity.

Results show that loyalty was found to be unrelated to productivity and its interaction with professional commitment.
provided no explanation of unique variance in research productivity over the main effect of professional commitment. Those researchers with the strongest professional commitment are associated with higher research productivity.

Rick D. Hackett, Peter Bycio, and Peter A. Hausdorf (1994) assessed the "Construct Validity of J.P. Meyers and N.J. Allen's (1991) Three Component Model of Organizational Commitment". The three facets of commitment (Affective, Continuance and Normative) were generally supported by a confirmatory factor analysis of data from 2,301 nurses. Some of the differential relationships of these facets to antecedents and outcomes of commitment were observed in both the nurse sample and a sample of 80 bus operators.

Affective commitment, continuance commitment and normative commitment were measured in both samples of nurse and bus operators by the three 8-item instruments developed by Allen and Meyer (1990). The nine item version of Organizational Commitment questionnaire of Mathieu and Zajac (1990) was also used.

The results show that Age and organizational tenure were positively related to Affective commitment ($r_s = 0.17$ and $0.17$ for
Age and tenure respectively); and continuance commitment ($r_s = 0.15$ and 0.24 for Age and tenure respectively). These measures were positively related to normative commitment ($r_s = 0.20$ and 0.23 for Age and tenure respectively). Age and Organizational tenure were also found correlated with Continuance Commitment ($P < 0.01$). Continuance Commitment : LoAlt, and Continuance Commitment, Hi sac, respectively. With tenure held constant, Age correlated 0.00, 0.01 and 0.01 (all $P = 0.05$) with these same three scales respectively. The correlation of tenure with Normative Commitment with Age held constant ($r = 0.14$, $P < 0.01$) was stronger than the correlation between Normative Commitment and Age, with tenure held constant ($r = 0.06$, $P < 0.01$). With regard to Performance, Affective Commitment related negatively to accidents $r (77) = -0.22$, $P < 0.5$ whereas Continuance Commitment : Hi sac related negatively to commendations $P < 0.05$.

Lynn Mc Farlane Shore and Sandy J. Wayne (1993) reported a study: "Affective and Continuance Commitment and employee behaviour". The investigation was based on comparison of the affective commitment and continuance commitment with perceived organizational Support. 383 employees and their direct supervisors working a large multi-national firm, headquartered in the South-Eastern United States formed the sample.
The scale developed by Meyer and Allen (1984) was used in the study to measure Affective and Continuance Commitment. Perceived organizational Support was measured by the scale developed by Eisenberger, *et al.*, (1986). The Organizational Citizenship Behaviour was measured by the scale developed by Smith, Organ and Near (1983), and Impression Management Behaviour was measured by the Impression Management scale developed by Wayne and Ferris (1990).

Affective commitment and perceived Organizational Support were found to be positively correlated with both altruism and compliance: \( \Delta R^2 = 0.043, P < 0.01 \); and \( \Delta R^2 = 0.032, P < 0.01 \) respectively and continuance commitment was negatively correlated. Perceived organizational Support did account for unique variance beyond continuance commitment in two of the Impression Management scales for supervisory awareness, \( \Delta R^2 = 0.021, P < 0.05 \); for supervisory favours, \( \Delta R^2 = 0.028, P < 0.01 \).

John P. Meyer, Natalie J. Allen and Catherine A. Smith (1993) made a study: "Commitment to Organizations and Occupations; Extension and Test of Three-Component Conceptualization". Measures of affective, continuance and normative commitment to occupation were developed and used in the study; the data were collected from two samples; one consisting of 336 student nurses of
Queen's University, Kingston; and the other consisting of 603 registered nurses of the college of Nurses Kingston, Ontario.

Results of the correlation and regression analysis were found to be generally consistent with predictions made on the basis of 3-component model and demonstrated that occupational and Organizational Commitment contribute independently to the prediction of professional activity and work behaviour. Affective and Normative commitment were found to be correlated significantly in a positive direction with intention to remain in the nursing profession, continuance commitment correlated negatively. All the parameters of the scale reported P < 0.5; and for the registered nurses, all the three forms of commitment to the profession and to the organization correlated significantly positively with Age. Affective commitment to both the organization and occupational was positively correlated P < 0.05.

2.2 ORGANIZATIONAL COMMITMENT WITH OTHER JOB RELATED VARIABLES:

Thomas M. Begley and Joseph M. Czajka (1993) made a study: "Moderating effects of Organizational Commitment on the relationship of stress with job satisfaction, intent to quit, and health". The data were collected from clinical staff in the
Psychiatric Division of a 225-bed general and mental health hospital in a large Midwestern city by using the commitment questionnaire, developed by Mowday, Steers and Porter (1979). Job satisfaction was measured with a single question. The other dependent variables in the study: intent to quit, work-related depression, work related irritation and somatic complaints were measured by the scales developed by Caplan, Cobb, French, Van Harrison, and Pinnean (1975), and Caplan, et al., (1975) and 10-item scale of physical health complaints of Caplan, et al., (1975) respectively.

Findings indicted that commitment buffered the relationship between stress and job displeasure and stress increased job displeasure only when commitment was low.

Layman W. Porter, William J. Crampon and Frank J. Smith (1976) reported a study: "Organizational Commitment and Managerial Turnover". This study investigated the relationship between Organizational Commitment and turnover among a sample of 212 Managerial trainees in a large merchandising company. The Organizational Commitment Instrument and the 15-item Attitude Instrument were used to measure Organizational Commitment and the employee attitude respectively.
Results show that commitment scores for stayers and leavers at “day 1” differed significantly from each other ($t = 2.30$, $P < 0.025$, $\omega^2 = 0.04$) : commitment scores for stayers and leavers differed significantly from one another at the “last 2 MO” time period ($t = 2.93$, $P < 0.005$), $\omega^2 = 0.06$). The trainees who voluntarily left the company during the initial 15 months employment period had begun to show a definite decline in commitment prior to termination. Early leavers tended to show an early decline and later leavers tended to show a later decline.

P. Mohan Raju and R.C. Srivatsava (1986) reported a study: “Organizational Commitment in Relation to Certain Job Attitudes”. Fifty four individuals from a private pharmaceutical company located at Hyderabad, Andhra Pradesh had been taken as the sample. These individuals include 23 permanent employees working in the administrative and clerical division and 31 non-permanent, non-technical workers of assembling and packing line of work.

Organizational Commitment was measured with the 2-item scale of Singh and Das (1978), which was adapted from the scale of Barrett (1970). The company satisfaction was measured with the adaptation of a 20-item instrument developed by Schwyhart and Smith (1972). Job involvement was measured from administering the scale developed by Lodahl and Kenjer (1965). Intrinsic
Motivation was measured with the scale developed by Lawler and Hall (1970).

Organizational Commitment found to be significantly related to Company Satisfaction and Intrinsic Motivation for employees group and combined group but not for workers group. These significant correlations suggest that individuals who are satisfied with company, develop commitment to the organization and vice versa.

Larry J. Williams and Stella E. Anderson (1991) made a study: "Job satisfaction and Organizational Commitment as predictors of Organizational Citizenship and In-Role Behaviours". In this study, three classes of employee behaviours were measured, including performance of organizational citizenship behaviours. The measure developed by O'Reilly and Chatman (1986) was used to measure employee performance. For measuring satisfaction, two scales based on 12 items selected from the Job Affect scale (Brief, Burke, George, Robinson, and Webster, 1988; Brief, George, Robinson and Webster, 1989; George, 1989; Organ and Konovsky 1989) were used. To measure Organizational Commitment, 12 items scale developed by O'Reilly and Chatman (1986) was used. The sample for this study comprised 461 full-time employees of various
organizations from a Midwestern city who were attending evening MBA classes at University.

The results of this study indicated that the three type of evidence: In-Role Behaviours, Organizational Citizenship Behaviours - Individual and Organizational Citizenship Behaviours - are relatively distinct types of performance.

Paul P. Brooke, Jr., Daniel W. Russel and James L. Price (1988) reported the study: "Discriminant Validation of Measures of Job Satisfaction, Job Involvement, and Organizational Commitment". Discriminant validity of measures of job satisfaction, job involvement, and Organizational Commitment was empirically evaluated using data collected from a sample of 577 full-time employees of a 327-bed Veterans Administration Medical Centre. Multiple-item survey measures were used to operationalize the three attitudinal variables of interests and other variables. Job satisfaction was operationalized using a 6-item index that Price and Mueller adapted from Brayfield and Rothe (1951) to measure the extent of global satisfaction with the job. Routinization was assessed using a 6-item index developed by Price and Mueller (1981). Role stress and work involvement, were measured by adapted form of Kahn, Wolfe, Quinn and Snock (1964), and 6-item index developed by Kanungo (1982) respectively.
The results show the correlation between job satisfaction and job involvement 0.591; between job satisfaction and Organizational Commitment, 0.552, and between job involvement and Organizational Commitment 0.547. The result of these analysis provide evidence that respondents are able to distinguish between the extent to which they like their job; the degree to which they are absorbed in or pre-occupied with their job involvement and the degree of attachment or loyalty they feel toward their employing organization, i.e., commitment. Confirmatory factor analysis of the items from the three attitudinal measure provide evidence of three empirically distinct constructs that were moderately inter-correlated.

Charles O’ Reilly III and Jennifer Chatman (1986) conducted a study: “Organizational Commitment and Psychological Attachment. The Effects of Compliance, Identification, and Internalization on Prosocial Behaviour”. They used 82 university employees and 162 students as their respondents. For the study, 7 compliance items were developed based on Kelman’s (1958) scale. A set of 110 self-report items were used for the measurement of dependent variables – tenure intentions, and turnover.

The results show that, Identification and Internalization are positively related to Turnover; overall, the results suggest the
importance of clearly specifying the underlying dimensions of commitment using notions of psychological attachment. Compliance was negatively related to tenure; i.e., employees with longer tenure showed significantly lower levels of commitment based on compliance ($r = -0.31, P < 0.001$). Identification was positively related to length of service ($r = 0.25, P < 0.001$).

Samuel Aryee and Yue Wah Chay (1994) reported, "An Examination of the Impact of Career-Orientation Mentoring on Work Commitment Attitudes and Career Satisfaction Among Professional and Managerial Employees". The study data obtained from 164 protégés in managerial and professional positions in public and private sector organizations in Singapore were used to examine the impact of career-oriented mentoring on three work commitment attitudes. A 15-item scale by Ragins and McFarlin (1990) was used to measure the five career-oriented mentoring roles. The Organizational Commitment was measured with Porter and Smith's scale (1970). A 7-item scale developed by Blau (1988) was used to measure career commitment. Kanungo's (1982) 10-item scale and Greenhaus, et al., (1990) five point scale were used to measure job involvement and career satisfaction respectively.

The findings revealed that mentoring roles were differently related with the following dependent variables. The career
satisfaction was significantly correlated with exposure ($r = 0.35$, $P < 0.01$) and sponsor ($r = 0.24$, $P < 0.01$) while Organizational Commitment was significantly correlated with three of the five mentoring roles – sponsor ($r = 0.25$, $P < 0.01$), coach ($r = 0.23$, $P < 0.01$) and challenge ($r = 0.16$, $P < 0.05$). Protection was not significantly correlated with any of the outcome variables.

Layman W. Porter, Richard M. Steers, Richard T. Mowday and Paul V. Boulian (1974) report a study: "Organizational Commitment, Job Satisfaction, and Turnover Among Psychiatric Technicians". This study focuses on the attitude construct of Organizational Commitment, in addition to job satisfaction; and compares their respective predictive powers in differentiating stayers from leavers in a sample of psychiatric technician trainees. The investigators used Organizational Commitment Questionnaire for commitment, and Job Descriptive Index for satisfaction measurement. The respondents in the study were psychiatric technicians employed by a major west coast hospital for mentally retarded.

The results indicate that significant relationship existed between certain attitudes held by employees and turnover. Organizational Commitment was found to discriminate better between stayers and leavers than did the various components of job
satisfaction. Results reveal that the three commitment scales correlated to some extent for Affective Commitment and Continuance Commitment 0.199, for Affective and Normative Commitment 0.466 and for Normative and Continuance Commitment 0.222.

Murray R. Barrick and Michael K. Mount (1993) reported a study: "Autonomy as a Moderator of the Relationship Between the Big five Personality Dimensions and Job Performance". In the study they investigated the moderating role of autonomy on the relationships between the Big Five personality dimensions and supervisory ratings of Job Performance. The Big five factors are: (a) Extroversion, (b) Agreeableness, (c) Conscientiousness, (d) Emotional stability, and (e) Openness to Experience.

Personal Characteristics Inventory (PCI) and Performance Appraisal Form were used in the study developed by Barrick and Mount themselves (1993) and subjects were asked to complete the Personal Characteristics Inventory and each supervisor rated the manager who reported to him or her.

Results indicated that two dimensions of Personality; Conscientiousness and Extroversion were significantly related to Job Performance; consistent with their expectations, the validity of
conscientiousness and Extroversion was greater for managers in jobs, high in autonomy compared with those in jobs low in autonomy. The validity of Agreeableness was also higher in autonomy jobs compared with low autonomy ones, but correlation was negative. Conscientiousness had the highest validity coefficient among the five personality constructs; conscientiousness \( r = 0.25, P < 0.01, P = 0.35 \), and Extroversion \( r = 0.14, P < 0.05, P = 0.20 \).

2.3 JOB PERFORMANCE ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CLIMATE

Harold P. Welsch, and Helen La Van (1981) studied "Inter-Relationships Between Organizational Commitment and Job Characteristics, Job Satisfaction, Professional Behaviour and Organizational Climate". They used a team of 397 professional, technical and administrative personnel of Veterans Administration Medical Centre located in the Midwest. The questions on Organizational Commitment were drawn from Mowday Steers, and Porter's (1979), Organizational Commitment Questionnaire which was tested in nine divergent organizations. Items on Organizational Climate stem from Likert's (1961; 1978) studies, items for role ambiguity and role Conflict from Kahn, Wolf, Quinn and
Snoek (1964), items for functional influence from Welsch (1978); and items for job satisfaction from Porter and Lawler (1968).

Results show that all of the climate variables were significantly and positively related to Organizational Commitment, communications (acceptance, accuracy and all-directional flow) was somewhat higher than the other climate variables $r = 0.6192$, accounting for 38 per cent of the variance ($r^2 = 0.383$). A participative climate was also found positively related to Organizational Commitment. It is found that older employee had higher level of Organizational Commitment. Tenure and length of professional employment were also found to be significantly related to commitment. Educational level was not found to be related. Satisfaction with work and satisfaction with promotion were significantly related. Role Conflict and role ambiguity were found to be negatively related to Organizational Commitment.

P. Singh and G.S.Das (1979) reported a study: "Organizational culture and its impact on Commitment to Work". This study examines the impact of Organizational Climate on the level of commitment to work; based on data collected from 200 male respondents from three organizations of Eastern part of India with similar production process and products. The measure of commitment which was adapted with some modifications from the
study of J.H. Berrett was used in the study. This study indicates that organizational culture does influence the level of commitment. It is found that organizational culture plays a significant role in the area of motivation and commitment to work. Better organizational culture where one's higher order needs are satisfied through autonomy achievement, self-actualization leads to higher level of commitment. On the basis of the findings of this study, one may conclude that the level of commitment to work can be raised considerably by designing a better organizational culture. The results show that the mean score in the case of Autocratic Organization is the lowest whereas it is the highest in the case of Democratic Organizations.

T. Venkateswara Rao and S.N. Chatopadhyay (1972) reported: "A study on the Perceptions of Organizational Climate by the Employees of small Industries". The study attempts to find the relationship between Organizational Climate and productivity in the employees of small industries. In the study, 126 workers; 9 managers, and 22 supervisors from 8 small industries of Hyderabad were studied. Organizational Climate was assessed by a Likert type questionnaire covering dimensions such as work conditions, communications, decision making, loyalty, permissiveness, handling of the complaints, job-clarity, etc. Productivity of the sample was also studied in this, to find out whether the perceptions of
Organizational Climate are correlated with productivity. Productivity was studied by using the method of work sampling.

According to results, normality was observed in the perceptions with most of the people perceiving the climate as moderately or fairly favourable. The personal factors such as Age, Education, professional training and previous experience were not found to be associated with their perceptions. Productivity of the respondents as measured with the method of work sampling was also found to be unrelated to their perceptions of the Organizational Climate.

K.B.Akhilesh and S. Pandey (1986) reported: "A comparative study of Organizational Climate in two Banks". The study was conducted in two banks, one nationalized and one private sector of Bangalore city. A list of middle-level executives was prepared. The list included 2,182 executives from the nationalized bank and 390 from the private sector bank. A sample of randomly selected 10 per cent subjects from the list was selected for questionnaire administration. Litwin and Stringer's (1968) Organizational Climate questionnaire with adequate modification to suit their present subjects was used to measure different organizational characteristics.
Results suggest that, the climate in banks differed significantly from each other. Further, it is found that the executives in bank of private sector perceived strongest relationship between "Recognition and positive Reward" and "Performance", when compared to the perceptions of executives from the nationalized bank. It shows the better recognition and Reward for performance in the private sector bank; and Warmth and Support and higher degree of organizational identification indicate a more affiliation-oriented climate.

Anita Agarwal (1986) reported a study: "Relationship between Organizational Climate and job satisfaction", in two organizations of technical and non-technical organizations with 110 male professionals. Organizational atmosphere questionnaire developed by Jayalxmi Indiresan (1975) was employed. Jayalaxmi Indiresan's (1975) Job Satisfaction Inventory was also used to measure job satisfaction. Perception of Organizational Climate and job satisfaction were found to be moderately positively correlated. Professionals from technical and non-technical organizations did not differ significantly from each other in terms of expressed job satisfaction.

Gopa Bharadwaj and Rajneesh Sharma (1990) reported a study: "Human Relations and Organizational Climate; An Empirical
Analysis. This investigation was an attempt to understand the human relations in a large scale manufacturing organization by investigating the interrelationship between Organizational Climate, supervisory management relations, inter-personal trust and alienation. This study was conducted on 150 supervisors belonging to five departments of the organization. The departments were Quality Control, Production, Administration, Material Management and Industrial Engineering. For data collection, each supervisor was contacted individually in order to avoid interpersonal consultations.

The Human Relation Questionnaire developed by Sharma (1987) was used to measure Organizational Climate and Supervisor-Management Relations. The alienation scale developed by Seeman (1959), and Inter-personal trust scale developed by Cook and Wall (1980) were used in the study.

The results show that about 13.3 per cent described Supervisory Management Relations as poor, as being in the medium range and 40.67 per cent as excellent. There was not much difference at the inter-departmental level except Industrial Engineering department which showed low scores on almost all the dimensions. At the inter-departmental level the Supervisory Management Relations is perceived to be the best in Administration, i.e., 73 per cent. Organizational Climate dimensions showed
positive inter-correlations among themselves and also positive relationship with other factors except alienation. Recognition, Advancement and Money were found to be the main contributors for predicting Supervisory Management Relations.

M. Kandan (1985) reported a study: “Perception of Organizational Climate and Need Satisfaction among Bank Officers”. This study investigated the relationship between the variables of the Organizational Climate and the need satisfaction. The sample in the study was 40 bank officers. Likert’s (1967) Profile of Organizational Characteristics and Porter’s (1961) Need Satisfaction Questionnaires were used.

The Officers were found deprived in fulfilment of all the need areas. The scores of the Organizational Climate and need satisfaction have been found to correlate significantly. The study showed negative relationship between Organizational Climate and need satisfaction. It shows the Perception of Organizational Climate becomes negative when the needs are deprived. The correlation of Organizational Climate variables and Need satisfaction variables score as follows; Leadership with security - 0.72, Motivation with esteem - 0.47, the communication with self-actualization - 0.31.
Robert D. Pritchard and Bernard W. Karasik (1973) studied the effects of Organizational Climate on Managerial Job Performance and job satisfaction. J. P. Campbell's organizational scale and Edwards Minnesota satisfaction questionnaire were administered on 76 managers working in two industrial organizations.

This study reveals that, of the 11 dimensions investigated, 10 were significantly related (P < 0.01), to job satisfaction excepting the autonomy which was not significantly correlated (P > 0.05). The dimensions most highly related to satisfaction were achievement (0.65), level of Rewards (0.66), social relations (0.51), performance Reward dependency (0.50) and Supportiveness (0.52).