CHAPTER – II
Objectives and Methodology

The main aim of this chapter is to define the objectives of the study, outline the methodology employed for carrying out the research study and elucidate various concepts related to the problem and to review the existing literature on Organizational Climate, Job Satisfaction and Patient Satisfaction in Hospitals.

The Study

The literature available, clearly indicates that much work has been done on various aspects of healthcare organizations such as its development, techniques regarding reducing different costs, optimum utilization of services, maintenance of bed-nurse ratio, doctor-patient ratio, etc. But the phenomenal growth in the field of healthcare and the extraordinary increase in the volume and diversity of these activities and efforts at various levels have imposed heavy strain on existing administrative structure and organization in hospitals. It is unfortunate that problems in human resource aspects have not received adequate attention. The emphasis of professional Human Resource management in the hospitals is not thought of till date. Hospital looks at the environment as a service rendering organization but does not look from the framework of the employees who deliver the service.

It is only in other organizations these aspects are studied and many research activities have taken place. It is imperative that hospital organizations should also provide congenial working atmosphere for the employees (Doctors, nurses and paramedical staff) in order to see that best service is delivered. Majority of the hospitals in India follow the western system of medicine and public hospitals today are exclusively run in the administrative framework designed by the Britishers in the 19th century. This type of traditional functioning of the hospitals is not appropriate in light of increasing in population and inadequate availability of facilities.
Both the central and state Governments have multiplied their investments on health sector since First Five Year Plan. Even though government spends crores of rupees in this area, patient satisfaction levels are very low and hospitals continue to deteriorate because of not professionalizing the human resources management in the hospitals. The private hospitals try to manage the employees in a professional manner. These traditional and rigid organizations fail to provide congenial work climate in order to motivate the employees who will respond effectively to the problems of developing needs of the society. At present, most of the hospitals are run in a very unorganized and unprofessional organizational structure where the Superintendent is the senior-most Physician with number of doctors, nurses and paraclinical staff working under him. The present work climate of the hospitals is something that rely on rules, procedures and techniques which have not changed over the years. This kind of work climate is little bit different in private hospitals.

The private hospitals are now following the general organizational set-up where professionalization and human resource management are given importance. It is a general notion that the manufacturing sector should have very calm and encouraging climate for increasing productivity of the employees. Many studies are also conducted towards this end. Many studies were also conducted towards propagating the importance of congenial and positive work climate and its impact on organizational effectiveness. A doctor may provide service as it is his responsibility. But the provision of a congenial and positive work climate will have lot of impact on his performance and will influence his service to the patients.

A similar kind of assumption can be applied to nurses and Supporting staff. The rapidly rising number of patients and the need for efficient service is the need of the hour. Moreover, earlier the patients used to favour a service. In the recent years the patient shifted his interest to availability of facilities in a hospital and also the service of the doctors and other staff in the hospitals. Now the patient trusts a hospital with well-reputed doctors. In this context, it is necessary to have an organizational climate that develops sound work climate and influence the efficiency of the hospitals and the staff working in it.
In the present changed scenario, the public shows interest on corporate hospitals which run their organizations on scientific principles and positive work climate. Some of the distinct features of these corporate hospitals are (a) provision of sophisticated services in various fields of specialization, (b) availability of all diagnostic facilities under one roof and (c) availability of different specialists without any delay or inconvenience. Corporate hospitals make these facilities possible only with proper administration of management functions. In practice, corporate hospitals also have some drawbacks.

Basically, Hospitals in India still have less concentration on the professional management of the service organization with special care of patient service. The hospitals concentrate only on the provision of diagnostic services rather than the management of the human resources which lay stress on the organizational Climate and its components.

**Objectives of the Study**

The study mainly focuses on the following objectives.

1. To study the theoretical background of organizational climate, job satisfaction and organizational effectiveness (Patient Satisfaction)
2. To present the framework of healthcare and hospitals in India
3. To study the perceptions of the administrative staff and doctors on different dimensions of organizational climate and job satisfaction in select hospitals.
4. To study the perceptions of the nursing staff and supporting staff on different dimensions of organizational climate and job satisfaction in select hospitals.
5. To study the perceptions of the patients for measuring effectiveness in select hospitals
6. To study the impact of organizational climate on job satisfaction and organizational effectiveness.
7. To offer suggestions for improving the climate and effectiveness in select hospitals.

**Significance of the Study**

It has been empirically proved in many Indian and Western organizations that employee-centered climate and achievement-oriented climate ultimately improve performance. In this context, it seems worthwhile to undertake an investigation into organizational climate, Job Satisfaction and Organizational Effectiveness in Hospitals. The valid conclusions based on such an investigation would result in suggestions for bringing about a work environment essential for scaling new heights in productivity in service sector. Further, it stimulates thinking among researchers on dimensions to be incorporated in the study of organizational climate, Job Satisfaction and Organizational Effectiveness.

**Scope of the Study**

The study is limited to measurement of organizational climate, Job Satisfaction and Effectiveness and suggesting measures to improve the same in public and private hospitals. The sample hospitals are present within Guntur district of Andhra Pradesh. The findings and suggestions are linked to the development of organizational climate, job satisfaction and effectiveness in hospitals.

**Limitations of the Study**

Only Private and Government hospitals are taken for the conduct of the study because of the limitation in collection of data and time allotted by the employees of the select hospitals. As the respondents are administrative staff, doctors, nursing and supporting staff and their time is very precious, lot of time has been consumed to collect their opinions on various dimensions. The time is another constraint.
Hypotheses

In order to serve the above stated objectives, the following hypotheses have been proposed and tested in this study. With the above objectives in mind certain hypotheses were formulated for giving direction to the investigation. Regarding the variables selected for this study, adequate literature with theoretical significance are available.

Since there is perceptual differences among the staff of government and private hospitals on organizational climate and job satisfaction, it is proposed to test the following hypotheses.

- **H-1:** The perceptions of the administrative staff, doctors, nursing staff and supporting staff in the select hospitals are indistinguishable with respect to different dimensions of Organizational Climate.

- **H-2:** The perceptions of the administrative staff, doctors, nursing staff and supporting staff in the select hospitals are indistinguishable with respect to different dimensions of Job Satisfaction.

- **H3 :-** The perceptions of the In-patients in the select hospitals are indistinguishable with respect to the dimensions of the Organizational Effectiveness (Patient Satisfaction).

- **H4:** The impact of Organizational Climate on Job satisfaction and Organizational Effectiveness is indistinguishable.

Research Design

This study is mostly exploratory in nature and it aims at discovering the existence of positive organizational climate which will ultimately result in Job Satisfaction of the hospital employees and the hospital effectiveness. In this part, an attempt has been made to explain the research design, the procedure of sample selection, methodology used in data collection, analysis, and presentation.
Selection of Sample Hospitals

The organizations chosen for the study are Government General Hospital (GGH), Guntur and NRI General Hospital (NRI), China Kakani, Guntur district, both located in Andhra Pradesh. Both are large service organizations, GGH and NRI, employing 1177 and 750 employees respectively. The choice of the organization is based on the following factors.

1. The hospitals have not undertaken a study on organizational climate in the recent past.
2. The hospitals have given willingness to participate in the study.
3. The location and hospitals are familiar to researcher. There is convenience in terms of location and language. Since a study of this kind is not a snapshot study, it needs continuous contact with respondents to know their perceptions both formally and informally.

Methodology

Descriptive research design was employed to find the weak and strong dimensions of organizational climate in select hospitals. In order to study the perceptual differences of the staff of the select hospitals, percentages were calculated for the responses and the same were tabulated. The responses of the administrative staff, doctors and patients were analyzed based on their personal and demographic using percentages.

Statistical Methodology

An attempt has been made to observe whether the two hospitals could be distinguished with respect to Organizational Climate, Job Satisfaction and Effectiveness. In order to study the perception of the employees of the select hospitals on the dimensions of Organizational climate and Job satisfaction, the means of the variables are calculated and Z-test has been conducted. The same statistical tools are used to analyze patient satisfaction between the select hospitals.
hospitals. Regression analysis was conducted in order to analyze the impact of Organizational Climate on Job satisfaction and Patient Satisfaction.

**Data Sources and Collection**

The data for the study includes both primary and secondary sources. Employees of the hospital constitute the primary data source. To know more about the organizational climate, information on the implementation of HR practices is collected from documents, manuals, internal circulars, and other reports. The research reports and publications, journals, magazines and internet are the other sources. The data relating to perceptions of employees is collected from employees of the hospital using questionnaire followed by personal interview.

**Questionnaire**

A questionnaire with 146 statements was developed to measure the employee perceptions of the climate based on the determinants of climate identified by some earlier researchers (Baldev R. Sharma (1987), Shailendra Singh (1988) and Uthayasuriyan, 1989). The questionnaire was revised on the basis of a pilot study in GGH and NRI. The revised questionnaire contained 166 statements grouped under 18 dimensions. The second part of the questionnaire contains statements on Job Satisfaction. In order to assess the organizational effectiveness of the select hospitals, a questionnaire was developed for the In Patients. The questionnaire grouped under 18 dimensions of Organizational Climate are as follows:

The questionnaire grouped under 5 dimensions of Job Satisfaction are as follows:

*Work Environment, Pay, Promotional Opportunities, Supervision and Co-Workers*

The questionnaire grouped under 8 dimensions of Patient Satisfaction are as follows:

*Registration and Admission Procedure, Physical Facilities and Ambience, Nursing Services, Doctor Services, Dietary Services, Accommodation and Cleanliness, Diagnostic Services and Discharge Procedure.*

**Selection of Sample Size**

There are more than 300 hospitals in Guntur alone. It is difficult for a researcher to take up all the hospitals and study the existing climate patterns. For this reason a detailed study of two super-specialty hospitals that run on different lines were taken up for study. A study of organizational climate dimensions in the selected hospitals led the researcher to propose suggestions with respect to suitable human resource practices. In each hospital, the sample is taken from four categories after giving adequate representation to all classes. These four classes include (1) Doctors of the two hospitals (2) Administrative staff (3) Nursing Staff (4) Para clinical staff that include supporting staff. Only In-patients were selected in order to assess the patient satisfaction as a result of sound organizational climate.

The table II.1 presents the information pertaining to two selected super specialty hospitals.
Table - II.1

Information Relating to Sample Hospitals

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Particulars</th>
<th>Government General Hospital</th>
<th>NRI General Hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chief Superintendent</td>
<td>01</td>
<td>01</td>
</tr>
<tr>
<td>2</td>
<td>Departmental Heads</td>
<td>53</td>
<td>51</td>
</tr>
<tr>
<td>3</td>
<td>Doctors (excluding visiting doctors)</td>
<td>160</td>
<td>180</td>
</tr>
<tr>
<td>4</td>
<td>Nursing staff</td>
<td>243</td>
<td>270</td>
</tr>
<tr>
<td>5</td>
<td>Supporting staff</td>
<td>210</td>
<td>190</td>
</tr>
<tr>
<td>6</td>
<td>Out patients (per day)</td>
<td>1100 (app)</td>
<td>1300 (app)</td>
</tr>
<tr>
<td>7</td>
<td>Beds (In Patients)</td>
<td>1177</td>
<td>750</td>
</tr>
</tbody>
</table>

The table II.2 depicts the information regarding the sample size after giving adequate representation to all classes.

Table - II.2

Sample Size of Select Hospitals

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Particulars</th>
<th>Government General Hospital</th>
<th>NRI General Hospital</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Administrative Staff</td>
<td>54</td>
<td>52</td>
<td>106</td>
</tr>
<tr>
<td>2</td>
<td>Doctors</td>
<td>80</td>
<td>90</td>
<td>170</td>
</tr>
<tr>
<td>3</td>
<td>Nursing staff</td>
<td>120</td>
<td>130</td>
<td>250</td>
</tr>
<tr>
<td>4.</td>
<td>Supporting staff</td>
<td>65</td>
<td>65</td>
<td>130</td>
</tr>
<tr>
<td>5.</td>
<td>In patients</td>
<td>360</td>
<td>250</td>
<td>610</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>680</td>
<td>587</td>
<td>1266</td>
</tr>
</tbody>
</table>

The Questionnaire was distributed to all in sample hospitals under study for information to be elicited. The opinions of the staff were mentioned wherever necessary. Further this scholar visited and spent long time in this hospital practically and observed the climate of the selected hospitals. These observations are also quoted in specific places.
Out of 160 doctors in Government General Hospital, 90 respondents were selected as sample by using stratified random sampling method. But 10 responses were found faulty and deleted and only 80 respondents were taken for final analysis. Out of 180 doctors in NRI, 97 doctors were selected for sample survey and finally 90 were taken for analysis as 7 were found faulty. In the case of questionnaire developed for Nursing Staff, out of 243 nurses who are on roll, 132 (approximately 50% of 243) were taken as a sample by using stratified random sampling, and 120 responses were taken for final analysis. Of 270 nurses in NRI General Hospital, 135 were selected as a sample which constitutes 50% of 350, and 130 response sheets found fit for analysis. The sample was finalized accordingly. Out of 54 administrative Staff in GGH, all 54 respondents were selected and the responses of all 54 were selected for analysis. The same in case of the NRI also. Out of 52 administrative staff in NRI, all 52 respondents were selected for analysis. Out of 210 supporting staff in GGH and 190 in NRI, 65 responses from each hospital were selected for final analysis. The responses of 360 In – Patients in GGH and 250 in NRI were selected for final analysis of Organizational Effectiveness.

**Selection of sample doctors:**

The table II.3 presents the information pertaining to the Department, Designation, Pay scale, Age, Qualifications and Experience of the sample Doctors in selected hospitals.
### Table – II.3

**Department, Designation, Age, Qualifications and Experience of the sample Doctors in Select Hospitals**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Particulars</th>
<th>GGH</th>
<th>NRIGH</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Department</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>General Medicine</td>
<td>24 (30.0)</td>
<td>27 (30.0)</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>General Surgery</td>
<td>22 (27.5)</td>
<td>25 (27.8)</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td>Specialties</td>
<td>34 (42.5)</td>
<td>38 (42.2)</td>
<td>72</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>80 (100.0)</td>
<td>90 (100.0)</td>
<td>170</td>
</tr>
<tr>
<td></td>
<td><strong>Designation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Professor</td>
<td>28 (35.0)</td>
<td>29 (32.2)</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td>Associate Professor</td>
<td>24 (30.0)</td>
<td>28 (31.1)</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td>Assistant Professor</td>
<td>28 (35.0)</td>
<td>33 (36.7)</td>
<td>61 (12.7)</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>80 (100.0)</td>
<td>90 (100.0)</td>
<td>170</td>
</tr>
<tr>
<td></td>
<td><strong>Age</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>26 to 35</td>
<td>32 (40.0)</td>
<td>38 (42.2)</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>36 to 45</td>
<td>24 (30.0)</td>
<td>24 (26.7)</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>46 Above</td>
<td>24 (30.0)</td>
<td>28 (31.1)</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>80 (100.0)</td>
<td>90 (100.0)</td>
<td>170</td>
</tr>
<tr>
<td></td>
<td>Graduation</td>
<td>18 (22.5)</td>
<td>29 (32.2)</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td><strong>Qualification</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Post Graduation</td>
<td>14 (17.5)</td>
<td>20 (22.2)</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>Super Specialization</td>
<td>48 (60.0)</td>
<td>41 (45.6)</td>
<td>89</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>80 (100.0)</td>
<td>90 (100.0)</td>
<td>170</td>
</tr>
<tr>
<td></td>
<td><strong>Experience in Years</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>1 to 5</td>
<td>32 (40.0)</td>
<td>35 (38.9)</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>6 to 10</td>
<td>24 (30.0)</td>
<td>40 (44.4)</td>
<td>64</td>
</tr>
<tr>
<td></td>
<td>11 years and above</td>
<td>24 (30.0)</td>
<td>15 (16.7)</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>80 (100.0)</td>
<td>90 (100.0)</td>
<td>170</td>
</tr>
</tbody>
</table>

**1. Department:** Through the table – II.3, the researcher tried to elicit the information regarding the department to which the respondents belonged. Among the total respondents in Government General Hospital, 27.5% belonged to surgical department, 30% to medical department and 42.5% to other specialty departments. In NRI Hospital out of total respondents, 30% are in medical department, 27.8% in surgical department and 42.2% in other specialty departments.
2. **Designation:** Of the total respondents in Government General Hospital, 35% were Professors, 30% Associate Professors and 35% were Assistant Professors. In NRI General Hospital, out of total respondents, 32.2% were Professors, 31.1% were Associate Professors and 36.7% were Assistant Professors.

3. **Age:** Of the total respondents in Government General Hospital, 40% belonged to the age group 26-35 years, 30% were in the age group of 36-45 years, while 30% were in the age group of 46 and above. In case of NRI General Hospital, 42.2% were in the age group of 26-35 years, 26.7% in the age group of 36-45 years and the remaining 31.1% were in the age group of 46 years and above.

4. **Qualification:** Of the total respondents in Government General Hospital, 60% had Super Specialization, 17.5% had Post-Graduation and 22.5% had Graduation. In case of NRI General Hospital, 45.6% had Super Specialization, 22.2% Post Graduation and 32.2% had Graduation.

5. **Experience:** Out of total respondents from GGH, 40% had 1-5 years of experience, 30% 6-10 years and the remaining 30% had 11 and above years of experience. Out of total respondents in NRI Hospital, 38.9% had 1-5 years, 44.4% had 6-10 years, followed by 16.7% had 11 years and above.

**Selection of the Sample of Administrative Staff**

The table II.4 presents the information pertaining to the Department, Designation, Age, Qualifications and Experience of the sample of Administrative Staff in select hospitals.
Table II.4

Department, Designation, Age, Qualifications and Experience of the Sample of Administrative Staff in Select Hospitals

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Particulars</th>
<th>GGH</th>
<th>NRIGH</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Department</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>General Medicine</td>
<td>17 (31.5)</td>
<td>14 (26.9)</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>General Surgery</td>
<td>18 (33.3)</td>
<td>13 (25.0)</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>Specialties</td>
<td>19 (35.2)</td>
<td>25 (48.1)</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>54</td>
<td>52</td>
<td>106</td>
</tr>
<tr>
<td>2</td>
<td>Designation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>HOD'S</td>
<td>13 (24.1)</td>
<td>15 (28.8)</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>Other Heads</td>
<td>19 (35.2)</td>
<td>13 (25.0)</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>House Surgeons</td>
<td>22 (40.7)</td>
<td>24 (46.2)</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>54</td>
<td>52</td>
<td>106</td>
</tr>
<tr>
<td>3</td>
<td>Age</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>26 to 35</td>
<td>14 (25.9)</td>
<td>19 (36.5)</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>36 to 45</td>
<td>19 (35.2)</td>
<td>13 (25)</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>46 Above</td>
<td>21 (38.9)</td>
<td>20 (38.5)</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>54</td>
<td>52</td>
<td>106</td>
</tr>
<tr>
<td>4</td>
<td>Qualification</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Graduation</td>
<td>17 (31.5)</td>
<td>15 (28.8)</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>Post Graduation</td>
<td>21 (38.9)</td>
<td>20 (38.5)</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>Super Specialization</td>
<td>16 (29.6)</td>
<td>17 (32.7)</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>54</td>
<td>52</td>
<td>106</td>
</tr>
<tr>
<td>5</td>
<td>Experience in Years</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 to 5</td>
<td>17 (31.5)</td>
<td>14 (26.9)</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>6 to 10</td>
<td>16 (29.6)</td>
<td>15 (28.8)</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>11 years and above</td>
<td>21 (38.9)</td>
<td>23 (44.3)</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>54</td>
<td>52</td>
<td>106</td>
</tr>
</tbody>
</table>
1. **Department:** The cross sectional analysis of the sample reveals that out of total respondents in GGH, 31.5% respondents belonged to medical departments, 33.3% respondents belonged to surgical departments and 35.2% respondents belonged to other specialty departments. Out of total respondents in NRI Hospital, 26.9% were from medical department, 25% from surgical department and 48.1% from other specialty departments.

2. **Designation:** In GGH, 24.1% of the respondents are Heads of the depts., 35.2 % were other heads such as the personnel officer, accounts officer, finance officer etc, the rest 40.7 % were House Surgeons. In NRI, 28.8% of the respondents are Heads of the Departments, 25 % were in personnel, accounts and finance divisions and the rest 46.2% were House Surgeons.

3. **Age:** Of the total respondents in the Government General Hospital 25.9% belonged to the age group of 26-35 years, 35.2% belonged to the age group of 36-45 years and 38.9% belonged to the age group of 46 years and above . In NRI General Hospital, 36.5% belonged to the age group of 26-35 years, 25% belonged to the age group of 36-45 years and 38.5% belonged to the age group of 46 years and above.

4. **Qualification:** In Government General Hospital, 31.5 % were graduates, 38.9% were Post graduates and 29.6 % completed their super specialization. In NRI, 28.8 % were graduates, 38.5% were post graduates, and 32.7% completed their super specialization.

5. **Experience:** In Government General Hospital, 31.5% had 1-5 years of experience, 29.6% had 6-10 years and 38.9 % of them had an experience 11 years and above. In NRI General Hospital, 26.9 % had 1-5 years of experience and 28.8% 6-10 years and only 44.3% of them had an experience of 11 years and above.
**Basis for selection of Patients**

The socio-economic background of the patients has been delineated because of two reasons. The first is to know the social conditions as well as economic status of an individual, while the second provides background information which helps in identifying meaningful relationships between socio-economic position of an individual and his attitudes, views and expectations towards work.

The sample of patients in the present study was randomly selected from In-patient departments. Sample size from the GGH In-patients is 360 while in NRI it is 250.

Table II.6 describes the socio-economic status of the Inpatients’ gender, age, nativity wise, education, annual income.
### Demographic status of the Sample in the In-Patient Department

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Particulars</th>
<th>GGH</th>
<th>NRIGH</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gender</td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>188 (52.2%)</td>
<td>120 (48%)</td>
<td>308</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>172 (47.8%)</td>
<td>130 (52%)</td>
<td>302</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>360</td>
<td>250</td>
<td>610</td>
</tr>
<tr>
<td>2</td>
<td>Age</td>
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<tr>
<td></td>
<td>Below 30 Yrs</td>
<td>50 (13.9%)</td>
<td>68 (27.2)</td>
<td>118</td>
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<td>31–60 Yrs</td>
<td>132 (36.7%)</td>
<td>110 (44.0%)</td>
<td>242</td>
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<tr>
<td></td>
<td>61 Yrs and Above</td>
<td>178 (49.4%)</td>
<td>72 (28.8%)</td>
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<tr>
<td></td>
<td>Total</td>
<td>360</td>
<td>250</td>
<td>610</td>
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<td>3</td>
<td>Nativity</td>
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<tr>
<td></td>
<td>Urban</td>
<td>96 (26.7%)</td>
<td>94 (37.6)</td>
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<td>Rural</td>
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<td>156 (62.4)</td>
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<td>Total</td>
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<td>4</td>
<td>Education</td>
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<td>No Formal Education</td>
<td>188 (52.2%)</td>
<td>90 (36.0%)</td>
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<tr>
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<td>Below 12th Class</td>
<td>128 (35.6%)</td>
<td>120 (48.0%)</td>
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<tr>
<td></td>
<td>Degree or Above</td>
<td>44 (12.2%)</td>
<td>40 (16%)</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>Total</td>
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<td>610</td>
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<tr>
<td>5</td>
<td>Yearly Income</td>
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<tr>
<td></td>
<td>Below Rs.50,000</td>
<td>240 (66.7)</td>
<td>90 (36.0)</td>
<td>330</td>
</tr>
<tr>
<td></td>
<td>Rs.50,001–1,00,000</td>
<td>68 (18.9)</td>
<td>72 (28.8)</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td>Above 1,00,000</td>
<td>52 (14.4)</td>
<td>88 (35.2)</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>360</td>
<td>250</td>
<td>610</td>
</tr>
</tbody>
</table>

1. **Gender:** In GGH 52.2% were males while 47.80% were females. In NRI hospital 48% were males and 52% were females.

2. **Age:** In GGH among the said total respondents, 13.9% were below 30 years, 36.7% were in 31-60 years and 49.4% were in the age group of 61 years and above. In NRI General Hospital, 27.2% were below 30 years, 44% were in 31-60 years while 28.8% were in the age group of 61 years and above.

3. **Nativity:** From the Government General Hospital 26.7% of the sample were from rural area and 73.3% from urban area. From the NRI General Hospital, 37.6% were from rural and 62.4% were from urban area.
4. **Education:** Among total respondents in Government General Hospital, 52.2% did not have formal education, 35.6% were educated up to 12th standard, 12.6% were educated up to degree and above. In NRI General Hospital, 36% did not have formal education, 48% were educated up to 12th standard, 16% were educated degree and above.

5. **Income:** In Government General Hospital, out of total respondents, 66.7% belonged to below Rs.50,000 income group, 18.9% belonged to Rs.50,001-1.00 lakh income group and 14.4% belonged to above Rs.1.00 lakh income group. In NRI General Hospital, 36% belonged to below Rs.50,000 income group, 28.8% belonged to Rs.50,001-1.00 lakh income group and 35.2% belonged to above Rs.1.00 lakh income group.
Review of Literature

The present study is related to the organizational climate, job satisfaction and organizational effectiveness in hospital, in which a thorough survey of literature has been done. The details of the literature surveyed are depicted in the following manner

1) Organizational climate studies across organizations in different sectors
2) Organizational climate studies specifically in hospital and healthcare sectors
3) Job satisfaction studies
4) Organizational Effectiveness and Patient satisfaction studies

Organizational Climate Studies across organizations in different sectors

(i) Studies in education sector

Sharma\textsuperscript{152} and Rao and Mehta\textsuperscript{153} have reviewed the studies on climate in Indian schools. They have concluded that school systems have very complex climates within a variety of organizational set-up which pose serious problems of measurement. Using the Organizational Climate (OC) scale of Halpin and Crofts\textsuperscript{154}, Bayti\textsuperscript{155} has identified eight dimensions of climate and found difference in climates of rural and urban schools.

Ganesan\textsuperscript{156} made an attempt to measure the relationships existing among Organizational climate, need satisfaction and personality orientation among a group of assistant professors of a college and the research staff of a research institute. The sample for this study consisted of 31 Assistant Professors of an Arts College and 16 from research staff. They aged from 25 to 50 years and had served their organizations from 2 to 30 years. The result revealed that personality orientations are not related to need satisfaction and Organizational

climate but need satisfaction alone is related to Organizational climate. Need importance and need satisfaction are significantly related. Some other conclusions include—the Organizational climate dimensions are significantly correlated and measure a unique variable, deprivation of need satisfaction lead to negative perception of Organizational climate and vice versa.

Chandola\textsuperscript{157} in her paper reviewed the literature on Organizational climate in educational institutions and gave a precise idea that Organizational climate could be viewed as a relatively enduring quality of the internal environment of an organization. This was experienced by its members. She highlighted two major trends: (1) Each institution has a unique climate of its own. Organizational climate covers a wide variety of concepts viz., leadership, personality disposition etc., (2) The quality of Organizational climate varies directly in proportion to the quality of leadership and quality of motivation it has.

Pooja Purang\textsuperscript{158} compared the perceptions of 247 middle level managers from five organizations; two from public sector, two from private sector and one from multinational company. Participation, organizational development, training, appraisal and reward and welfare climatic factors are more positively perceived by private and multinational organization than public sector organizations.

(ii) Studies in banking and insurance sectors

Schneider\textsuperscript{159} studied 1,125 life insurance agents and found that the expectations of new agents were correlated with the climate of the life insurance agency.

Biswas\textsuperscript{160} compared District Co-operative Banks and Regional Rural Banks on twenty-six facets of organizational climate and eight dimensions of organizational effectiveness. Based on data collected from 71 managers it was found that the organizations significantly differed only on two dimensions of effectiveness. Avinash Kumar Srivastav\textsuperscript{161} collected data from 453 randomly selected executives from different units, divisions and functions of a large public sector industry to find out if there is significant difference in the perception of OC in different functional groups. It was found that climate is differently perceived across functions within the same organization. He found that there is no difference in the perception of climate between lower and middle and between lower and higher age groups.

Gani and Shah\textsuperscript{162} conducted a study in the banking industry in Kashmir drawing a sample of 125 employees from public and private sector banks one from each. They found an overall negative relationship between perceived OC and level of job stress. Patel\textsuperscript{163} made comparative study of HRD climate in high and low performing branches of District Central Co-operative Bank (DCCB). Data Collected from 105 employees of two co-operative banks – 10 high performing (HP) and 10 low performing (LP) branches in the Gujarat state. HP branches were found better than LP branches in various items of HRD climate.

The organizational climate of SBI in Andhra Pradesh was examined by Chalam and Srinivas\textsuperscript{164} based on responses of 200 employees from identified 20 branches. They found that the women employees were satisfied with the existing HRD climate in the bank. Their cadre wise, age wise and experience wise analysis has also validated the finding.


(iii) Studies in manufacturing sector

Sinha\textsuperscript{165}, on the basis of his study of over 800 executives of two public and two matching private sector organizations, found the public sector to be inferior in terms of the following dimensions of OC: chances of promotion, efficiency, responsibility, social relationships, initiative and reward and working conditions.

Roy\textsuperscript{166} compared the climates of organizations in public and private sectors as seen through the eyes of the urban elite of Delhi. The public sector was perceived to be less efficient because of nepotism, arbitrariness in union-management system, and interference by government and political forces.

Sharma\textsuperscript{167} conducted a pilot study with a sample of 156 first line supervisors as respondents and developed 17 factors; in 1982 a 27 item organizational climate questionnaire was developed. An all India survey was carried out to collect data from 23 public and 28 private sector manufacturing units. Selecting 10\% of the first line supervisors on a random basis about 3785 respondents were included in the study. He found that respondents are in greater agreement with people from their own company than with those from other companies. He also found that five background factors (age, total work experience, experience as supervisor, monthly income and education) and nine climate dimensions are highly inter correlated with one another within each group.

Baldev R. Sharma and C.S. Venkataratnam\textsuperscript{168} collected data from 189 first line supervisors of Bharat Ispat Nigam, to measure employer and employee relations and OC between 1982 and 1989. The findings revealed that three dimensions of OC were found to explain variations both in 1982 (objectivity, training and participative management) and 1986 (grievance handling, recognition and participative management). But the participative management found to be common.


Uthayasuriyan\textsuperscript{169} studied organizational climate in Bharat Heavy Electricals Ltd., Trichirapalli, Tamil Nadu. A sample of 218, a composite of 33 executives, 64 supervisors and 121 artisans were selected. Ten climatic factors with seven statements under each factor were incorporated to measure the perceptions of employees on organizational climate. He opined that working conditions are consistently perceived and accepted as the best by all the respondents but negative perception about personal policies and participative management. He found significant differences among artisans, supervisors and executives in respect of 6 out of 10 dimensions of OC (Worker’s attitude, Job characteristics, External influence, Social value, Managerial structure & policies and Performance reward relationship).

Kampan Mukherjee\textsuperscript{170} made an attempt to investigate the existing organizational climate of Bharat Mines Ltd., situated in the Eastern Zone of India. 88 respondents were chosen from different levels and functional responsibilities. ‘Clarity of role and responsibility’ is the most important factor in controlling OC. Gopa Bharadwaj and Rajaneesh Sharma (1990) conducted a study of 150 supervisors belonging to five departments of a large private heavy machinery industry situated in Faridabad to understand human relations in a large scale manufacturing organizations by investigating the inter relationship between OC, supervisory management relations, inter-personal trust and alienation. The inverse relationship between alienation and other factors was not always significant. The OC dimensions showed positive inter correlation among themselves and also the relationship with other factors except alienation. Recognition, advancement and money were found to be the main contributors for supervisory management relations.

Prasanna Sai Venkateswaran\textsuperscript{171} selected 132 (20\%) executives on a random basis and personally administered a questionnaire to analyze HRD climate based on 30 variables. He found that climate was favorable for HRD. Jai B.P Sinha, Parvinder Gupta, Sarita Singh, E.S Srinivas and V.S.R Vijay

Kumar (2001) took a sample of 522 middle level managers drawn from different organizations to examine how the traditional societal beliefs affect organizational climate. It was expressed that traditional societal beliefs affect OC.

Agarwal and Sudeepa Bose¹⁷² examined the relationship between certain aspects of the work climate that may be created with the perceptions of procedural justice using a sample of 205 managers and supervisors from 2 private and 2 public sector manufacturing organizations in North India. Results indicated that the three dimensions of participative climate that is, decision making, work-related problems, and member welfare were highly correlated with procedural justice. It was found that demographic characteristics of members are differently influenced by the HR policies of the organizations and thereby procedural justice perceptions.

The review reveals that individual and comparative studies were conducted in different organizations in manufacturing and service sectors. Comparative studies were made between private and cooperative and public sector, and also between private and MNC organizations. Thus sector wise research works are good in number. The differences in perceptions of employees by functional levels and groups and also based on demographic factors were examined but by less number of researchers. Methodologically, different researchers have used different dimensions and different climate concepts like organizational climate, HRD climate, motivational climate etc.

Organizational Climate as an independent variable

The influence of OC on job satisfaction and performance are highlighted here.

(a) Climate and job satisfaction

Sharan¹⁷³ tried to discuss the concept of Organizational climate and to identify the major factors which influence the climate. He divided the

factors (by which the climate of any organization is created and conditioned) into three parts: formal, subjective and environmental. He notes that the application of formal theory of organization, aimed at ensuring organizational efficiency, can create conditions for conflicts and tensions and have an adverse effect on climate for managers in this context, the effect of policies on recruitment, promotion and remuneration and the personality traits have also been noted. Change in organizational climate, like all climatic changes, will depend upon the forces at the highest level. The top alone is in the best position to introduce the right or the wrong. The author quotes a Sanskrit proverb in the context saying, 'As the king, so the streets'. It is the administrative stratosphere upon which must be put the responsibility for initiating.

Akhtar and Pertonjee174 examined the effectiveness of different types of organizational structure in terms of adjustment and satisfaction. The findings showed that job adjustment and satisfaction with work were positive in the employee-oriented structure and climate. Using the data bank of the Institute of Social Research, Kaczka and Kirk (1968) were able to demonstrate that an employee-centered climate yielded a higher sociological and psychological satisfaction than a task-centered climate.

Menon175 has found that supervisors feel responsible and committed when they experience 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 seems to be instrumental in bringing about a sense of responsibility and commitment to work, especially on the part of subordinates who do not look for detailed work instructions.

Cawsey\textsuperscript{176} has observed that job satisfaction increases as the individual perceives the climate as having more ‘opportunities for advancement’ and that such persons also rate themselves as high performance. Pritchard and Karasick\textsuperscript{177} have found that OC is more closely related to employees’ job satisfaction than to their performance. They have also found that a higher job satisfaction is more likely to be associated with supportive climate regardless of personality characteristics.

Johannesson\textsuperscript{178} in his article, concerned with measurement of Organizational climate, has questioned the independence of climate factors from those identified in research on work attitudes through literature review and logical argument. Two work attitude measures and 90 Organizational climate items were administered to a primary sample of 390 employees of a large manufacturing corporation in Ohio. Identical data were collected from a second sample of 109 employees performing similar jobs in Illinois plant of the same firm. It was hypothesized that most of the variances in a perceptual measure of Organizational climate could be subsumed in factors traditionally found in satisfaction research. The data tend to support the hypothesis. Cluster analysis of cluster scores generated for each measure reveals substantial redundancy of climate factors with regard to work attitude factors. Assessing climate via perceptual self-report measures may result in the replication of work attitude literature. By and large, Organizational climate as measured in this study failed to add new or different variance to commonly identified satisfaction factors. They just confirm the opinion of some other authors.

Lawler, Hall and Oldham\textsuperscript{179} conducted a study which was designed to test the view that Organizational structure and process are related to Organizational climate which, in turn, is related to Organizational performance and employees' satisfaction. Questionnaires were filled by the


\textsuperscript{177} Pritchard, R.D Op. Cit. 50


\textsuperscript{179} Lawler Edward E., Hall, Douglas, T., Oldham, Greg R., “Organizational Climate: Relationship to Organizational Structure, Process and Performance”,11, 1974, pp. 139-155
directors of 117 research and development organizations and by 291 scientists in a sub-sample of 21 of these organizations. A questionnaire was mailed to the director of research in each of the 117 organizations. The researcher visited 21 of the larger labs to collect data from individual scientists. Results show that several Organizational process variables were significantly related to climate of the organization is perceived by scientists. Perceived climate in turn was shown to be significantly related to measure of Organizational performance and to job satisfaction. Climate is strongly related to scientists' feeling about the quality of their work experience. The correlates between these variables are undoubtedly somewhat elevated because they all are measured by self-reports from the same individuals, still they are sufficiently high so that they seem to be reflecting a real relationship.

Fineman\textsuperscript{180} tested two hypotheses: (1) A significant positive correlation between a manager's need for achievement and performance will be more likely to occur when he perceives the climate of his job in strong achievement terms. (2) (i) Managerial performance will be highest in a condition where high need for achievement and high perceived achievement climate coincide, (ii) Managerial performance will be lowest where low need for achievement and low perceived achievement climate coincide. Data gathered from three samples tend to support the first hypothesis. Only the first part of the second hypothesis was consistently supported. The findings of hypothesis 2 (ii) do not unequivocally support the notion that the coincidence of low need for achievement and low climate will result in lowest performance. Part of the reason for these irregular findings could be that other performance related influences, which correlate negatively with need achievement, have become operative in the 'Tow-low' condition. A high fear of failure or high end for security are possibilities here. In the end he recommended that person-environment orientation should be maintained and developed in the study of managerial behaviour.

Badin\textsuperscript{181} examined the effect of group size, tenure, position, power and task structure on the climate and employee satisfaction and found that the relationship held under some conditions but not under others. Lyon and Ivancevich\textsuperscript{182}, in their study of a hospital, have found that different climate dimensions influence facets of individual job satisfaction for nurses and administrators. Studies by Insel and Moos\textsuperscript{183} have shown that more precise predictions can be made about the person-environment interaction when the areas of concern are rather specific and delimited. Prediction of variables like satisfaction will improve by looking at the concept of environment in terms of various dimensions.

According to Payne and Pugh\textsuperscript{184}, an individual needs, satisfaction and goals influence his perception of OC, while climate in turn effects the same satisfaction, goals and behavior. Some researchers have studied the role of certain moderating conditions in the relationship between climate and employee satisfaction. Jayalakshmi Indiresan\textsuperscript{185} has analyzed the relationship between the OC dimensions and the satisfaction of five need areas namely, physical, social, esteem, autonomy and self-actualization. The data were obtained from a sample of 158 teachers from nine different higher technological institutions from all parts of India. Analysis of data has shown that there is a positive and significant correlation between the overall perception of OC and overall need satisfaction.

Schnake\textsuperscript{186} organised a study to determine whether an effective response influences the dimensionality of perceptual measure of Organizational climate. To accomplish this, 8,938 supervisors of a large firm completed Organizational climate and job satisfaction questionnaires. These

\begin{thebibliography}{99}
\bibitem{183} Insel, P.M. and Moos R.H. Op. Cit. 48
\end{thebibliography}
employees performed a variety of clerical, technical and non-technical tasks. The data were collected as part of an organization-sponsored attitude survey. A modified version of Litwin and Stringer's Organizational Climate Questionnaire was employed to tap respondent's perception of the organization's climate. An eleven-item instrument, employing a seven-point Likert scale, was used to measure job satisfaction. The score was analyzed. The results suggested that of responses to Organizational climate questionnaire, job satisfaction partially served to improve the dimensionality of climate instrument. This study also indicates some guidelines for the future researchers if they are interested in examining the relationship between Organizational climate and job satisfaction.

S. K. Srivastava\textsuperscript{188} took 150 textile employees from private textile industry in Kanpur to examine the relationship of OC and need satisfaction with job involvement among the employees of the private textile industry. He found that favorable OC leads to higher involvement. Higher order needs (self-esteem, autonomy and self-actualization) are positively and significantly related with job involvement. Sumi Jha\textsuperscript{189} studied eighty employees categorized into managers and supervisors from three five star hotels of Mumbai to examine the effect of need for growth on empowerment when OC is acting as moderator. Significant moderating effect of OC has been found between need for growth and empowerment.

\textbf{(b) Climate and performance}

Relationship between OC and performance has also been examined by many researchers. One of the earliest studies on the climate emerging under different styles of leadership was made by Lewin et.al\textsuperscript{190}. A new employee often learns about the behavioral norms of his organization by observing his superior, behavior and interaction with subordinates. Subsequently, he constructs a reality about the organization environment and adapts his

\begin{footnotesize}
\begin{thebibliography}{99}
\item Litwin, George H. and Robert A. Stringer. Op. Cit. 83
\item Ms. Sumi Jha, “Determinants of delegation- a study in hotel industry” Vikalpa, vol.29, no. 4, October-December 2004.
\end{thebibliography}
\end{footnotesize}
behavior accordingly\textsuperscript{191192}. Ginsberg\textsuperscript{193} has outlined how changes in climate, can be planned in a systematic fashion. The approach is based on an objective method for assessing and evaluating performance in human resource management. The strategy consists of clearly defined, objectives programmes identified to meet them, and specific action plans for the various steps, costs, impacts and control of these programmes. The climate should then be observed regularly to monitor progress against the plan and to assess the effectiveness of the chosen alternative.

Kaczka and Kirk\textsuperscript{194} too found that performance was affected by OC. In their study, an ‘employee-centered’ climate was associated with higher performance in terms of lower unit cost, higher profits etc. In a laboratory study through simulation, Frederikson\textsuperscript{195} examined the impact of an innovative climate on 260 middle managers. Four different types of climate were attempted by providing different kinds of information to the subjects. It was found that under an 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 an 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.

Dunnette\textsuperscript{196} summarized some researches which suggested how a situation might depress the relationship between personal variables and performance. He reported that in a simulated work-setting, when workers were equally paid and when workers were on an incentive pay system, performance could be on the basis of ability. He also found that performance was not

related to ability, when the subjects were changed from an incentive to an hourly pay system and also when they worked in an over rewarding conditions (again a condition not rewarding individual differences).

A study by Goyal\textsuperscript{197} has shown that, within a school, the open system of education and a responsive and stimulating environment lead to greater creativity in students. Rao\textsuperscript{198} has examined the influence of the internal environment of educational institutions on student’s growth, achievement and output. Kakkar\textsuperscript{199} has shown that suspicion, jealousy and insecurity are associated with a bureaucratic organization.

Venkateswara Rao and Chattopadhyay\textsuperscript{200} attempted to see the relationship between OC and productivity in the employees of small industries. They also investigated whether the managers, supervisors and workers differed significantly in their perception of the OC. Data from 126 workers, 9 managers and 22 supervisors from 8 small industries of Hyderabad were studied. An analysis of the data indicated intra as well as inter-unit differences in the perception of OC. There were no consistent differences in the perception of the managers, supervisors and workers; the differences shown were rather dependent on the units. Most of the people perceived the climate as moderately or fairly favorable. Personal factors such as age, education, professional training and previous experience were not related to their perceptions. Productivity of the respondents measured by the method of work sampling was also found to be unrelated to their perceptions of the OC.

In a study on 200 managers, Singh and Das\textsuperscript{201} found that the quality of organizational culture appeared to satisfy higher order needs through more autonomy, achievement, opportunities and self-actualization 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 resulting in inaction, apathy and alienation. Meera Komarraju\textsuperscript{202} analyzed the relationship between climate and productivity. Data were collected from a sample of 70 workers of a medium-sized, public sector industrial organization. The results suggested that the perception of OC did not influence productivity. Further, the relationship between perception of OC and job tenure was also found to be non-significant.

In the study of Ansari and Rehana\textsuperscript{203} the subjects were 37 male undergraduates of Indian Institute of Technology, Kanpur. The perception of employees about the OC had a tendency to employ tactics as blocking, organizational goal condition than in the personal goal condition. They were likely to adopt such tactics as showing expertise and ingratiating, significantly more often in personal goal condition than in the organizational goal condition.

Kozlowski and Hults\textsuperscript{204} assessed the efficacy of updating the concept of climate. Based on data gathered from 447 engineers and their 218 supervisors drawn from 10 diverse organizations they concluded that the concept of updating climate would provide a useful framework for understanding factors that facilitates technical competence and performance. Pooja Garg and Rahul Rastogi (2006) took a total sample consisting of 100 teachers, out of which 50 are from public schools and the other 50 from private schools. Teachers working in public schools exhibit higher levels of OCBs (Organizational Citizenship Behaviors) and that public schools offer a more positive working climate in comparison to private schools.


Organizational Climate as mediating variable

In this category studies relating to organizational climate with leadership are found.

Organizational Climate and leadership

Sinha 205 in his study reported differences in OC between public and private sector firms. The study concluded that the presence of a task-oriented managerial climate in private sector firms made employees hard working.

Venkatapathy 206 collected data from 37 public sector executives and 37 private sector executives. The study reveals that the executives belonging to public and private sector organizations perceive the climate as one of ‘self-confident and inter dependent’. They differ in their perceptions of top management leadership styles and these styles are clearly showing a strong influence on the climate.

A study was conducted by Gopala Krishna and Sakthivel Murugan 207 in GEMP PACK manufacturing PP box strapping rolls which are located in Chennai. The sample taken among the employees and executives is 30 to study OC and leadership style present in the organization. About 60% of the respondents agree that the career plan prevailing in the organization has an impact on their growth. The leadership style accepted by the employees in the organization is participative. Most of the employees prefer to have centralized organizational structure forever which already exists in the organization.

Other studies in Organizational Climate

Baumgartel, Reynolds and Pathan\(^{208}\) suggest that the development of management education over recent decades has stimulated a growing body of research, evaluating the effects or outcomes of such training. According to them early research findings often yielded ambiguous results. However, effectiveness of management education was contingent upon other important factors. They designed a paper to assess specifically the role of selected personality variables and Organizational climate in moderating the effects of training. This research took 15 years and focused on the role of management training in the diffusion of advanced management technology. The paper included four studies, two carried out in India and two in U.S.A. The study reveals that managers who believe in value of management education are inclined to apply new knowledge and skills on the job and the Organizational environment into which they apply new learning in the work place. The most favourable Organizational climate is characterized by high appreciation for performance and innovation, a climate of freedom, a rational evaluation and reward system and the openness in relationship. The researchers conclude that each organization has a unique climate and covers a variety of concepts, but it mainly focuses at interpersonal relations between/among members of the organization.

Virmani and Kanchan\(^{209}\) have tried to make a distinction between Organizational climate and Organizational culture. They are of the opinion that culture is more inclusive and has wider meaning than climate. So, in this study, first they have defined culture then give a few factors which can affect Organizational culture like technology used in the Organizational architecture, values, basic assumptions, relationship to environment, time, space and human nature, etc.


Gangjee\textsuperscript{210} has shared the understanding about Organizational culture by using concepts, symbols, scripts, events and myths. First of all, he has explained a few related terms like definition, logic, norms, procedures, output and environment. He concludes that if managers are sophisticated, one might begin with collecting data, regarding the logic of organization and its relevance. One might start, so to say, at the very beginning by investigating the definition of the organization and try to arrive at a common stated definition. Here one would also investigate whether there are any unstated definitions at the conscious or unconscious level, and see if these are conflicting with the organizations' purposes. This would require that managers are first prepared to work at their levels. Organizational culture manifests itself in and, in turn, is influenced by symbols, scripts, events and myths operating inside it.

Brown\textsuperscript{211} explains that Organizational culture may be harnessed to achieve both operational and strategic goals. Aspects of culture range from basic assumptions, beliefs and values to artifacts in the form of stories, symbols, events and myths. The author illustrates this with examples drawn from his own experience and from the works of other researchers. He demonstrates new tools for mobilising commitment and enforcing control that can have performance implication.

Garg and Parikh\textsuperscript{212} have explored the four interfaces operative in Indian organizations viz. structure and systems/organizations interface, roles/organization interface, strategy and culture/organization interface and leadership/organization interface. The study has further attempted to present an integrated framework to understand culture, self, role, organization and environment of Indian managers and organizations. The researchers conclude that their work and experience with Indian organizations and managers suggests that there is an Indian identity. This identity revolves around basic assumptions concerning : (i) nature of man, (ii) nature of group and society,
and (iii) nature of man's relationship with one's group. These are drastically different from constructs and assumptions of the west. Indian identity is concerned with perpetual ambivalence, low self-growth, high emotional and personal dependents and a unique kind of individualism. It is necessary to search for culture specific theory, tools and technology capable of reaching the roots of Indian identity.

Guzley\textsuperscript{213} has surveyed the employees of a large service organization in the south-west USA to determine if an individual's Organizational commitment is related positively to perception of Organizational climate and of communication climate. The results were in favour of hypothesis.

Desai\textsuperscript{214} is of the opinion that human resource of an organization is the most complex factor. The ability of human resource to manipulate and improve technology as well as structure makes it the dominant factor in any organization. The individuals in an organization come from varying social strata, characterized by different norms. They enter with personalities shaped by competence, experience, psychological needs and expectations all interlinked and undergoing a continuous change owing to the process of adjustment. The inter-personal relations, in their totality, provide the necessary culture for growth as well as assimilation of individual in the organization. During this process of growth and assimilation, the individual changes in terms of ability and attitude. The actual performance and the consequent recognition also provides an important feed-back to the individual. After discussing this, the author concludes that Organizational climate can be assessed in terms of arousal of these motives in the group. The assessment can be done through a suitable instrument.

Pestonjee and Desai\textsuperscript{215} probed the relationship between the factors of learned helplessness and Organizational roles stress to motivational climate of the organization. The sample comprised 220 respondents belonging to the middle management of 5 units of engineering industry located in western India. Results reveal that the climate of the organization that is related to trust among the members, affect the learned helplessness and pressurise the executives. Management of reward was the other dimension of Organizational climate which had a significant bearing on the dependent variable of learned helplessness and Organizational roles stress.

Chen, Hsin-yi\textsuperscript{216} examined the difference of Organizational climate and human resource practices between American and Chinese companies in Taiwan. Two kinds of questionnaires, the Organizational climate questionnaire and the HRD practices questionnaire were distributed to 25 companies, 15 Chinese and 10 American. Structured interviews were also conducted. Major research findings were: There are significant differences in Organizational climate between the American and Chinese companies. The climate in American companies are more open than in Chinese companies. There are also significant differences in job satisfaction and fairness issues. There is no significant difference in leadership styles and motivational forces.

Nagnur V., Shobha and Halakatti V., Sunil\textsuperscript{217} explained in a research paper some definitions of Organizational climate. They also include the measurement of Organizational climate in terms of shared perception of employees, who work and live in the organization to create a most effective work environment. It was revealed that considerable diversity was found in the measurement techniques. The climate was studied in terms of unidimensional, multidimensional and single climate, as well as multiple climate in a single organization and measured by both perceptional and objective techniques.


Organizational Climate studies in Hospitals and Healthcare sectors

Bellerby and Goslin\textsuperscript{218} gave insights that allows mental health managers to assess the contemporary stage of growth of the macro dimensions of their MIS climate. These macro dimensions are the technical, managerial and organizational behavior aspects of system development.

Matteson and Ivanceich\textsuperscript{219} examined occupational stress among information systems personnel. A self-report stress and health behavior instrument was completed by 580 respondents in 18 large corporations in the midwestern and southwestern sections of the United States. The data indicate that various job factors are perceived as stressful by respondents. However, the stress levels reported by respondents are not as excessive as have been found in studies of other occupational groups.

Duxbury, M.L., Henley G.A and Armstrong G.D\textsuperscript{220} did research on “Measurement of the nurse organizational climate of neonatal intensive care units”. This study investigated nurse perceptions of the organizational climate of NICU’s in a sample of 18 hospitals. The Organizational Climate Description Questionnaire was modified for use in the NICU setting. A set of homogeneous climate scales was developed from the revised instrument. The six scales of the resulting instrument, the Nursing Organizational Climate Description Questionnaire, Form B (NOCDQ-B), demonstrated median internal-consistency reliability of .69 on cross-validation. Analysis of variance indicated that each of the six NOCDQ-B dimensions served to differentiate the NICU’s in the study. Further, significant relationships were found at the unit mean level between three of the six NOCDQ-B scales and nurse satisfaction, as measured by the Minnesota Satisfaction Questionnaire.

\textsuperscript{220} Duxbury ML, Henly GA, Armstrong GD “Measurement of the nurse organizational climate of neonatal intensive care units”, Nursing Research, 01 March 1982, vol./is. 31/(83-88), 00296562
Mcclure in his article "Managing the professional nurse. Part-I. The Organizational theories" asks the question, How do employment organizations outside the hospital field deal with issues such as staff productivity, motivation, burnout, and high turnover? In Part-I of this two part article, the author presents an overview of modern management theory and practice, drawn from the literature on Organizational behaviour. She shows how nursing administrators can use this scholarly foundation to better understand the organizing principles and problems of their departments. In part-II, the author applies these classic and relevant theories to the specific challenges that face the manager of professional nurses.

Podasakoff, Todor, Grover and Huber reported there was need to increase our understanding of the relationships between leader contingent and non-contingent reward and punishment behaviours and subordinate responses in hospitals. Contingent reward behaviour was found to have the most pronounced relationship with subordinate performance and satisfaction, followed by non-contingent punishment behaviour and the vice versa. The second goal of research was to examine the effects of a variety of potential moderators on the relationship between leader reward and punishment behaviors and subordinate responses, the result of this study suggest that the relationships between leader reward and punishment behaviours and subordinates performance are relatively free of moderating effects.

Madsen and Harper discussed on what steps can one take in hospital setting to create an Organizational climate conducive to implementing cost containment activities? One of the solution in the hospitals was to broaden the role of its nurse managers, strengthen unit level problem solving and more creative use of existing resources.

221 Mcclure-"Managing The Professional Nurse Part I The Organizational Theories", Journal Of Nursing Administration, February Vol 14(2):15-21
Rudnick, Doherty and Draper\textsuperscript{224} found that in the midst of the many changes that are occurring in the health industry, the pursuit of quality remains a constant. In the past, efforts at quality control have largely focused on the provision of quality care beyond the clinical environment in the area of guest services. Additionally they reviewed how to improve the Organizational climate in which services are provided and measure the results.

Fahrenfort\textsuperscript{225} speaks of how the development of patient education in hospitals received its first impetus in the U.S. For this reason, countries like Netherlands where these developments tend to lag behind a bit look to U.S hospitals and literature for guidance on how to proceed in this matter. Given this context, the difference in social, political and Organizational climate between the Netherlands and the U.S, provides unique opportunities for classifying some of the issues that characterize the development of patient education.

Dastmalchian, Blyton etal\textsuperscript{226} validated a measure of industrial relations climate, using the concept of Organizational climate. Industrial relations climate is defined as a subset of Organizational climate. Industrial relations climate is defined as a subset of Organizational climate that pertains to the norms and attitudes reflecting union management relationships in an organization. Data were collected by means of interviews with management and union representatives and by distributing a questionnaire to 729 Canada. Results show the validity and the reliability of 5 scales measuring in industrial relations climate. Four of the climate scales also demonstrated strong with-in organization and with-in group agreement.


Revicki developed and tested model of occupational stress in hospital nurses. The model used measures Organizational climate, supervisor behaviour, and work group relations as predictors of the quantity of role ambiguity perceived by nurses. Data were collected on 232 hospital nurses working in a rural community hospital affiliated with a medical model. Results confirmed the hypothesized structural model. Organizational climate, supervisor behaviour and work group relations directly influenced role perception. Increased role ambiguity led to decreased job satisfaction and increases perceived stress. The Organizational environment directly influenced job stress. Occupational stress exerted a strong direct influence on the development of depressive symptoms in nurses.

James, Milne and Firth (1990) pointed that efficacy of therapeutic programs depends on several characteristics of the treatment environment. For this reason therapists are increasingly directing their effect towards changing the social characteristics of treatment units. This study aimed to promote change in social climate by providing treatment units. This study aimed to promote change in social climate by providing nursing staff with structured information about their unit. The real and ideal social climate of the unit was defined and assessed using the ward atmosphere scale. Feedback about their perception of the unit was provided to staff in two ways. The effect of the feedback on the social climate of the unit was ascertained by further assessment using the ward atmosphere scale and from interviews with all staff. The evaluation suggested that the feedback had contributed to changes in several procedures in the unit and to the reduction with real-ideal discrepancies for the system maintenance elements. The effect was greater for the group of staff who had the opportunity to discuss the feedback in a formal setting.

George and Brief 228 described five forms of Organizational spontaneity (helping co-workers, protecting the organization, and spreading good will) They found that primary work group, affective disposition life event history and contextual characteristics are proposed to have direct and indirect effects or both, on positive mood at work. Motivational basis of Organizational sympathy also are described. The model and its implications were discussed in the hospital setting.

Hern-Underwood M. J. and Workman229 saw that in today's technical and demanding patient care system within the hospital organization, there is a need for head nurses as nurse managers to be ever more attuned to the climate of their staff. In this study of 34 nurse managers in seven paediatric hospital organizations across a midwestern portion of the united states, an analysis of fielder leader match scales showed the significance of group climate on retention portion of the united states, an analysis of fielder leader match scales showed the significance of group climate on retention.

Hetherington and Angela230 examined the context and sources of stress, sources of satisfaction and Organizational climate of the accident and emergency units of 19 major UK hospitals. The use of copying strategies and the receptivity were also assessed. Surveys were completed by 316 accident and emergency personnel. Major copying strategies included dealing with the problem directly and talking to colleagues, senior staff, counselors and friends and family. Sources of satisfaction were working as part of a team, use of skills, the emergency environment, a part of a team, use of skills, the emergency environment, a feeling of competency and challenge within the job, and the rewards of direct patient care. Major sources of stress were inadequate communications, interpersonal conflicts and divisions between staff. 40% of the staff felt the level of stress to be sufficiently high to detract from job satisfaction.

51% of the staff did not see themselves working in an accident and emergency unit in 5 years.

Seago. Jean et al.\(^{231}\) reviewed selected empirical studies of Organizational and work group culture in hospitals and critique the two measurement instruments—Organizational Culture Inventory and the Nursing Unit Cultural Assessment Tool. The paper discusses the issues of unit of analysis aggregation bias and sample size when using these two instruments. It was concluded that the OC1 has been widely used in many types two instruments. It was concluded that the OC1 has been widely used in many types of organizations and has substantial data supporting the reliability and validity. However, the instrument does not always capture variation in nursing units.

Gershon, Robyn et al.\(^ {232}\) conducted a study on “Measurement of Organizational Culture and Climate in Healthcare”. Twelve instruments were identified that may have applicability in measuring organizational constructs in the healthcare setting. The authors describe and characterize these instruments and discussed the implications for nurse administrators. The goal of this review was to identify potentially useful instruments to measure these constructs in healthcare to assist those who wish to design a study, assess a proposed study, or evaluate the findings of studies that incorporate these measures. To accomplish this, they conducted a systematic review of the biomedical literature with two objectives: (1) to clarify the definition of organizational culture and climate and to begin the process of standardization of the terminology and (2) to identify instruments that measure the constructs of organizational culture and organizational climate.

Patricia W. Stone, Michael I. Harrison, et al.\(^ {233}\) conducted a study on “Organizational Climate of Staff Working Conditions and Safety—An Integrative Model”. This project sought to compare measures of organizational

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\(^{230}\) Nurse Staffing, Models of Care Delivery, and Interventions—Jean Ann Seago, PhD, RN

\(^{231}\) Measurement of Organizational Culture and Climate in Healthcare; Gershon, Robyn R.M. DrPH, MHS, MT; Journal of Nursing Administration: January 2004 - Volume 34 - Issue 1 - pp 33-40

climate in ongoing patient safety studies, identify similarities and setting-specific dimensions, develop a model of climate domains that are hypothesized to affect outcomes across settings, and test aspects of the model. Investigators who had surveyed health care workers’ perceptions of organizational climate in six studies funded by the Agency for Healthcare Research and Quality (AHRQ) were invited to participate. Survey items from each study were classified using four climate domains found in a prior literature review. The authors discussed subconstructs, proposed additional constructs, developed an integrative model, and independently tested selected aspects of the model. More than 80,000 workers were surveyed. The model’s core climate domains included leadership (e.g., values) and organizational structural characteristics (e.g., communication processes and information technology), the impact of which was mediated by four process variables: supervision, group behavior (e.g., collaboration), quality emphasis (e.g., patient centeredness), and work design (e.g., staffing). These factors affect health care worker outcomes (e.g., satisfaction and intention to leave) and patient outcomes. Overall, the full model explained 24 to 65 percent of the variance in employee satisfaction, but was not as effective at predicting intention to leave. While some of these domains appeared in prior models, new domains—quality emphasis, new subconstructs, information technology, and patient centeredness—are emerging. Our model invites dialogue among researchers and informs agenda-setting for future research into organizational climate and the safety of patients and health care employees.

MacDavitt K, Chou SS, Stone PW.234 “Organizational Climate and Health Care Outcomes”. Relationships between organizational climate—which reflects the employees’ perception of the organizational culture and is easily measured through employee questionnaires—and patient and employee outcomes were examined in a literature review. A systematic search was conducted, with the review limited to primary research published between January 1995 and June 2007. An integrative model of organizational climate was used to guide the search and organize evidence. Twenty studies, all cross-
sectional in design, were identified. Samples ranged from 632 clinicians in 3 hospitals to almost 250,000 providers in 168 hospitals.

Most researchers studied nurses in hospitals, but other providers were also surveyed. Perceptions of processes such as scheduling practices, collaboration, and autonomy were associated with nurse outcomes (for example, job satisfaction, turnover, occupational safety). There was some evidence that aspects of organizational climate were associated with patient outcomes, but the results were inconsistent. Measurement of the organizational climate factors and outcomes varied across studies. The evidence that organizational climate influences nurse outcomes is more robust than is the evidence that it influences patient outcomes.

Helen Shipton et al., conducted a study on “The Impact of Leadership and Quality Climate on Hospital Performance” conducted study to explore the relationship between leadership effectiveness and health-care trust performance, taking into account external quality measures and the number of patient complaints; also, to examine the role of care quality climate as a mediator. A total of 17,949 employees were randomly surveyed (41% of the total sample). It was found that Leadership effectiveness is associated with higher Clinical Governance Review ratings and Commission for Health. In addition, 98% of the relationship between leadership and patient complaints is explained by care quality climate.

Dannels, Sharon PhD et al., conducted study on “Medical School Deans’ Perceptions of Organizational Climate: Useful Indicators for Advancement of Women Faculty and Evaluation of a Leadership Program's Impact”. The authors surveyed U.S. and Canadian medical school deans regarding organizational climate for faculty, policies affecting faculty, processes deans use for developing faculty leadership, and the impact of the Executive Leadership in Academic Medicine (ELAM) Program for Women.


This study provides a unique window into the perceptions of medical school deans, important policy leaders at their institutions. Their opinion adds to previous studies of organizational climate focused on faculty perceptions. Deans perceive the organizational climate for women to be improving, but they believe that certain interventions are still needed. Women deans seem more proactive in their use of practices to develop leadership. Finally, deans provide an important third-party judgment for program evaluation of the ELAM leadership intervention, reporting a positive impact on its alumnae and their school.

**Studies in Job Satisfaction**

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

Sinha and Singh\textsuperscript{237} tried to find the factors associated with absenteeism in workers on the basis of attendance records in a large steel industry. 72 high absentee and 166 low absentee workers were located on random sampling. 50 workers from each group were interviewed on job satisfaction questionnaire. The low absentees were judged to be satisfactory. Among the 11 personal factors studied, only income level showed significant difference, i.e. high income workers had low absentee rates.

Chakraborty\textsuperscript{238} has tried to gauge job satisfaction of employed persons in India. The study is based on the replies of 650 persons working in major industries of private sector and government establishments situated in Calcutta and nearby towns. The author concludes that the picture of satisfaction is never stable. It keeps on changing. It may change for the better or may change for the


\textsuperscript{238} Chakraborty, Parul, “Job Satisfaction”, *Industrial Relations*, 17(3), May-June, 1965.
worse. Vocational satisfaction seems to bear significant relationship with education, success, type of work, age, status and occupational experience.

Basu\textsuperscript{239} remained confined to a consideration of the theory construction and the research work done by the psychologists in the field of incentives and job satisfaction. A clarification of some of the concepts and an overview of current psychology was made and some of the typical research findings, taken from the east and west were also examined.

Lahiri and Srivastava\textsuperscript{240} obtained the response from 93 middle managers, for which the questionnaire contained 13 job contents and 13 job contexts, contributing to the feeling of job satisfaction in existing and imaginary situations. The results were also compared with American studies. The findings cast serious doubts on the generality of the Herzberg-Masner-Snyderman Motivator Hygiene Theory.

Bhushan\textsuperscript{241} observed that high wages are responsible for higher job satisfaction. Fringe benefits and grown dimensions also have positive correlation with job satisfaction. His results further show that the job satisfaction of skilled and unskilled workers are substantially influenced by the climate created by the management in the industry. Higher pay, more freedom and job security along with less dominance and control will create job satisfaction.

Anand\textsuperscript{242} conducted a study in Delhi on a sample of 122 teachers of correspondence B.Ed. Course of Central Institution of Education, Delhi, 81 of them were men and 41 were women. A 5-point scale, administered to them for measuring job satisfaction, showed that job satisfaction was related to sex and age. Women teachers were more satisfied than male teachers. Young people

were not satisfied with their profession. Designation, better salaries, and promotions gave them more satisfaction. Academic careers and attainments were not related to job satisfaction.

Jyoti²⁴³ has given certain variables which can affect job satisfaction. She drew 50 persons from each profession (viz. teachers, doctors and engineers). A questionnaire-cum-scale was prepared on the basis of Likert technique. The F-ratio obtained through analysis of variance shows that teachers tend to be at the bottom of the ladder of satisfaction. Engineers have reported a little higher job satisfaction and doctors have shown the highest job satisfaction.

Sharan²⁴⁴ made a study on working conditions and job satisfaction. A few aspects of working conditions were— wages, benefits, job security, promotional prospects and physical atmosphere at work place. He observes that the respondents are getting very low wages and they seldom get the benefits like casual leave, earned leave, medical leave, to which they are theoretically entitled. They are not satisfied with physical atmosphere. Their work duration exceeds eight hours a day. Workers have mentioned that sometimes they have to work without any break, sitting on the stools. Absence of proper lighting arrangements and electric fans in assembly rooms have made the conditions still worse. The accumulative effect of these conditions make the work unpleasant. By improving all the above-mentioned conditions, satisfaction level can be achieved.

Sahni²⁴⁵ opines that an organization is to get maximum output of highest quality in shortest time period, with minimum expenditure of human energy and maximum job satisfaction. Satisfied workers are more productive than others. Job dissatisfaction on the part of employees may lead to industrial unrest. High job satisfaction is the hallmark of a well-managed organization.

Mathieu, Hofmann and Farr\textsuperscript{246} explained alternative conceptions of the relationship between job perception and job satisfaction. They tested it by obtaining survey responses from 450 engineers. One model, based on Job Characteristic Theory (JCT), predicted that job perception led to job satisfaction. A second model, based on social information processing theory predicted that job satisfaction led to job perceptions. A third model which specified a reciprocal relationship between perceptions and satisfaction was developed. Supervisors' rating of departmental characteristic were used as contextual variables along with individual differences measures as antecedents of job perception and job satisfaction. The magnitudes of the two reciprocal paths linking job perception and job satisfaction did not differ significantly. Directions for future research and application were also given in the end.

Cherrington\textsuperscript{247} postulates that employees experiencing high satisfaction levels contribute to Organizational commitment, job involvement, improved physical and mental health, and improved quality of life both on and off the job. Job dissatisfaction on the other hand, culminates in higher absenteeism, turnover, labour problems, labour grievances, attempts to organise labour unions and a negative Organizational climate.

Tania Rahman, Tasmina Rahman and Abdul Khaleque\textsuperscript{248} investigated the difference between public and private sector bank employees in terms of their perceived job satisfaction and its related factors. The sample of this study comprised 28 public sector and 28 private sector bank officers. The measuring instrument for job satisfaction was a scale developed by Warr, \textit{et al} which had 15-item seven-point rating scale, ranging from highly unsatisfied to highly satisfied. The results showed that the public sector employees had higher job satisfaction than private sector employees and further that their job satisfaction was positively correlated with their age and experience. But for private sector employees experience was negatively correlated with job satisfaction.


satisfaction. The employees of this sector might have been satisfied with their salaries in the initial stages. But after a few years experience, they realized that job security was more important. The working day, which is an important factor for job satisfaction, is comparatively longer in private sector banks. Public sector employees enjoy more work autonomy, which is also an important factor in increasing job satisfaction.

Clark\textsuperscript{249} was of the opinion that little recent empirical work in economics or industrial relations had examined job satisfaction, despite its clear correlation with labour market. His paper used the information collected from 5000 British employees to investigate the relationship between three measures of job satisfaction and a wide range of individual and job characteristics. Notably, men workers in their thirties, the well-educated, those working for longer hours and workers in larger establishments had lower level of job satisfaction. The estimated job satisfaction equations were used to calculate a measure of the shadow wage and to provide some evidence that was consistent with the existence of non-compensating differentials in the industry and occupational wage structure.

Mohan, Jatindra and Riar Manpreet\textsuperscript{250} investigated into the job satisfaction of prison officers in relation to Eysenckian personality dimensions, self-esteem, alienation and quality of work life. The sample size comprised of 80 senior and middle level prison officers of Punjab in the ratio of 10 Superintendents, 15 Deputy Superintendents and 55 Assistant Superintendents.

\textsuperscript{249} Clark, E. Endrew, “Job Satisfaction in Britain”, British Journal of Industrial Relation, 34:2, June, 1996, pp. 189-217

Studies in Organizational Climate and Job Satisfaction

Downey, Hellriegel and Slocum\textsuperscript{251} have tested the proportion that Organizational climate interacts with individual personality in influencing job satisfaction and performance. 92 managers from one industrial firm were taken as subjects. These managers represented different hierarchical levels and functional areas in the firm and had been with the organization for at least five years prior to the study. F-ratios indicated that only some effect was present in the interaction of personality and climate factor. Other conclusions are—Individuals who are highly self-confident and who perceive that the organization clearly assigns responsibility and has clear-cut policies, are more satisfied with their co-workers than those who perceive the climate as unstructured. The highly sociable individual tends to be dependent on his environment for values and rewards. The results of this study are consistent with the previous theoretical work of some authors who suggested that congruency was a salient concept. The study indicated job satisfaction to be a function of the interaction between the personality characteristics of the individual and perceived environment. The observed interaction effects personality and climate dimensions were less related to pay and promotion satisfaction.

Kishore and others\textsuperscript{252} designed a study to find out the difference in the perception of middle management executives and first-line supervisors in respect of Organizational climate and job satisfaction. The main objectives were to study the inter-correlation of the factors related to these two variables, to find out the relationship of dimensions of Organizational climate with the dimensions of job satisfaction and to know the inter-correlation of the factors related to job satisfaction and total score for both middle management executives and supervisors group. The sample taken for the study consisted of 20 executives and 20 supervisors selected randomly from a small scale company. A 20-item questionnaire was administered to the

\textsuperscript{251} Downey,H.Kirk;Hellriegel,Don and Slocum,John W., “Congruence between individual needs, organizational climate, job satisfaction and performance”, \textit{Academy of Management Journal, Vol.18, No.1, March 1975}, pp.149-54
\textsuperscript{252} Kishore,Devesh;Gupta,Sangeeta;Bhardwaj,Gopa and Kakar Lithu, “A study on Organizational Climate and Job Satisfaction among Executives and Supervisors”, \textit{Indian Manager, April-June 1981}, pp.189-201
respondents. Simple arithmetic mean, correlation, critical ratios, etc. were used to analyse the data. The results confirm that executives differ from supervisors in their perception of Organizational climate and executives have obtained marginally higher scores on the perception of each dimension of Organizational climate and also on total score. The findings also indicate that the job satisfaction inventory has high internal consistency.

Welsch and LaVan\textsuperscript{253} infer that commitment to the organization is an important behavioural dimension which can be utilised to evaluate employees strength of attachment. Results in a medical center point out that role conflicts and role ambiguity are negatively related to commitment, but Organizational climate, power, team work, satisfaction with work, promotion, etc. are positively related to Organizational commitment.

Pratap and Srivastava\textsuperscript{254} surveyed the relationship between job satisfaction and Organizational climate. The main objectives were: (i) to find out the relationship between Organizational climate and job satisfaction in public sector undertakings, and (ii) to know whether there is an impact of age, experience, and income on job satisfaction and perception of Organizational climate in public sector undertaking. The sample consisted of 60 employees (30 from unit 1 and 30 from unit 2) of a public sector undertaking in Uttar Pradesh. The statistical tools used were 't' test and calculation of coefficient of correlation between Organizational climate and job satisfaction. The study brings out that overall perception of Organizational climate is better in unit 2 than that in unit 1; persons below 35 years of age and those having less than 12 years of experience have perceived climate better. Similarly, persons having less than Rs. 1650 per month of income have better perception of Organizational climate. The relationship between job satisfaction and Organizational climate is not significant (correlation—0.49). The result drawn is that there are no significant differences of job satisfaction and

\textsuperscript{253} Welsh P., La Van Helen, “Interrelationship between Organisational Commitment and Job Characteristics,Job Satisfaction,Professional Behaviour and Organisational Climate”,\textit{Human Relations}, Vol.34,No.12,1981,pp.1079-89
Organizational climate among the employees of the public sector undertaking and therefore, it can be considered as a homogeneous group.

Srivastava\textsuperscript{255} is of the view that there are a few studies on the measurement of job satisfaction with reference to different sectors in Indian context. There are various intrinsic and extrinsic factors of Organizational climate which affect job satisfaction. He suggested that the relationship of these variables with, job satisfaction should be studied further.

Nehra\textsuperscript{256} studied the relationship between job satisfaction and Organizational climate in the Haryana Cooperative Sugar Mill Ltd., Rohtak. The main objectives of the study were to see the position of job satisfaction in employees of the unit taken up, to discover the existing Organizational climate in the unit, to determine the relationship between the two variables and to see the relationship of individual variables with job satisfaction and Organizational climate. Responses were taken from 15 supervisors and 35 workers of the mill. The results showed higher dissatisfaction at both levels of employees, the correlation between overall job satisfaction and Organizational climate was very high, the maximum number of supervisors were dissatisfied with the items of promotional opportunities, technical and administrative information and facilities, and present job and the department. On an average, workers assessed the Organizational climate better than supervisors, salary and Organizational climate were positively correlated.

Sharma and Sharma\textsuperscript{257} peeped into the relationship of Organizational climate (overall index and its six dimensions) with job satisfaction (overall index, on-the-job and off-the-job facets) and job anxiety on a group of 50 officers and 50 subordinates, working in an institution of higher studies. Individuals course and overall index on the POC (profile of Organizational characteristics) have been utilised in the research work. The findings are: (i)

\textsuperscript{257} Sharma, Sagar and Sharma, Devender, “Organisational Climate, Job Satisfaction and Job Anxiety”, psychological studies, Vol.34, 1989, pp.21-27
Officers and their subordinates do not differ in their perception of overall Organizational climate as well as on 5 out of 6 dimensions, (ii) Overall Organizational climate is positively related to job satisfaction and negatively related to job anxiety in both the cases (officers and subordinates), (iii) Such relationships are stronger and pervasive in the case of leadership and communication dimensions of the POC for subordinates and in case of interaction influence, decision-making and goal-setting dimensions of POC for officers. It is concluded that Organizational climate, job satisfaction and job anxiety measures are differently correlated for people in different positions. The magnitude of these relationships varies with nature of the dimension of Organizational climate and the indices of psychological well-being. Suggestions have been given for future research

Mc Quarrie, Fiona; Anne Elizabeth (1995) inquired into the ideology primarily as Organizational culture which reflected mostly managerial ideology. This study related the ideology to job satisfaction and Organizational commitment. The study dealt with the question whether the adoption of professional standards as personal ideology affects job satisfaction and Organizational commitment and if the strength of this effect differed among workers at different types of organizations. The related questions were tested on 247 journalists, 152 from mainstream newspapers and 95 from alternative newspapers. Multiple regression showed that the professionalism score was significantly and negatively related to job satisfaction. Alternative journalists had stronger Organizational commitment than mainstream journalists; all other relationships were statistically significant.

Organizational Effectiveness

The increased complexity and uncertainty of today’s environment will confront health care leaders and managers during the next decade. Forces and trends such as changing organizational structures, increased knowledge and technology, increased specialization and interdisciplinary collaboration, consumerism, shifting health problems, health-care policy, women in the work force, and trends in professional management and patient satisfaction have a part to play. They affect the working conditions of the hospital and the climate. This should improve the delivery of quality patient care and the provision of quality Health Care.

From a research perspective, the importance of defining and measuring organizational effectiveness remains understandable because organizational effectiveness is a significant indicator to show the direction, position, and future of the organization. Whether or not an organization can be defined, the fact is that, there have been trials and measuring definitions of organizational effectiveness. Administrators and managers also make regular determinations on the organizational effectiveness when they appraise and compare units. The point is that evaluating the effectiveness of an organization is a widespread and ongoing activity. Most researchers and practitioners have agreed that a necessary condition for an organization’s success is survival.

Patient experience is a critical key to an organization’s successful improvement process. “As we move into the next millennium, the measurement of patient satisfaction is becoming less of a luxury and more of a necessity for medical groups. Organizational effectiveness and performance seem to deal with the same core construct: organizational effectiveness/performance. Patient satisfaction is one of the important goals of any health system, but it is difficult to measure the satisfaction and gauze responsiveness of health systems as not only the clinical but also the nonclinical outcomes of care do influence the customer satisfaction.
The health sector in India is characterized by a public health sector and private sector. The major reason for choosing the public health services is its inexpensiveness, availability with close proximity. However, effectiveness of health system depends upon quality of services which is largely neglected. Patients are using public health services but majority are not satisfied. Patient’s satisfaction depends on many factors such as quality of clinical services provided, availability of medicine, behavior of doctor and other health staff, cost of services, hospital infrastructure, physical comfort, emotional support and respect for patient preferences. Patient satisfaction is recognized as an important parameter for assessing the quality of patient care services.

In this thesis the researcher measured Organizational effectiveness in the select hospitals by surveying patient satisfaction. A thorough survey of literature was made in organizational effectiveness and patient satisfaction.

Hage\textsuperscript{259} stated that organizational effectiveness was a mere hypothetical construct that attempts to assess the overall functions of the organization. Explicitly, Hage denoted the indicators of organizational effectiveness, which were; objective indicators (such as; profit, and production rate), behavioral/subjective indicators (such as; employee satisfaction, and quality of work-life), and social indicators (such as; contribution to the surrounding community, and development of infrastructure). These factors were crucial considerations for managers to get the work done, and leveraged the ability to achieve the ultimate goal of the firm.

**Patient Satisfaction Studies**

There are some theses dealing with patient satisfaction. A Study of Socio Economic Conditions and Satisfaction Levels of Patients visiting a Corporate Hospital concentrates on studying relationship between socio economic factors and the behaviour of patients. Veera Prasad\textsuperscript{260} examines why the hospital administrator should take the patient-satisfaction seriously as a measurement. In another step he explained the procedures to evaluate the

\textsuperscript{259} Hage, J. (1980). Theories of organizations: form, process and transformation. New York, John Wiley & Sons Ltd.
\textsuperscript{260} Veera Prasad,M, Factors Influencing Patient Satisfaction, Hospital Administration, May-June 1997, pp27-35
patient satisfaction, Chaskar R.P\textsuperscript{261}, tried to examine the satisfaction levels of the patients and to study the complaints with regard to various services and to assess whether such complaints affect the overall image of the hospitals. He made some suggestions for improving the quality of patient care. Prasad et al.,\textsuperscript{262} concluded that appropriate awareness should be created amongst recipients of healthcare and to ensure that they demand, utilize and appreciate healthcare of a qualitatively high level.

In Lebow’s\textsuperscript{263} review of literature on patient satisfaction in United States, it was suggested that in addition to measuring the patient’s subjective perceptions of care, the process, structure, outcome and impact of care on the patient should also be assessed in order to evaluate the quality of the interaction between doctor and patient. Friedman\textsuperscript{264} went on to investigate the relationships between patient satisfaction and doctor’s expressive ability.

The environment plays an important role in determining some of the relevant psychological characteristics of the patient. But Argyle\textsuperscript{265} points out that this relationship of person to the situation is reciprocal. Not only do situations or circumstances influence the people in them, but also the people choose and influence their circumstances. Oomen\textsuperscript{266} studied role commitment, role perception, role conflicts and role behaviour of doctors and nurses in Delhi hospitals and concluded that socio economic status of patients is a critical variable in shaping the role behaviour of doctors and nurses toward them.

\textsuperscript{261}Chaskar R.P., A Study of Satisfaction levels of Patients visiting Charak Hospital, Indore, Hospital Administration, Sep-Oct 1997, pp198-205
\textsuperscript{262}Prasad.P., Parag.P., Dasin.T., Study of satisfaction of Recipients with Antenatal care in a General Hospital, Journal of Hospital Administration, Sept.1988
\textsuperscript{263}Lebow, D.E., Consumer assessment of the quality of medical care, Medical care, Vol.12, pp328-37, 1974
\textsuperscript{266}Oomen T.K., Doctors and Nurses: A Study in Occupational Role Structures, New Delhi, Mac Millian Co.Ltd.,1978
Breslav in his article established relationships between patient ratings and actual characteristics of medical care, and concluded that a high level of patient satisfaction is not a valid indication of high quality of medical care. Knapp and Peppers report that many physicians are unable to meet patient needs at personal level because their training militates against their accepting a shift in responsibility from ‘healer’ to ‘consoler’ role.

Ooman studied nursing behaviour in ward-setting and observed that they almost totally neglected the emotional needs of patients. This impersonal behaviour of nurses affected the patients who had no attendants. Nurses are doing jobs mechanically and in a routine manner without even speaking a word to the patient. Ray attributes the nurses’ failure to recognize the psychological needs of patients to lack of adequate time, inadequate knowledge and sensitiveness on the part of the nurses regarding patient care, inadequate clarity in duties and responsibilities, which harden them into becoming professionals. Further, he suggested that communication be included in nurse training programme.

Indu Mathur observed that contacts of patients with other categories of employees are next to patient-nurse interaction. They exercise influence over patients but many times their method is harmful for patients and the peace of the ward. Although they are socially and culturally more close to rural, illiterate and low class patients they interact more freely with the patients who tip them.

The hospital continues to be one of the most complex organizations in existence. Rakich, Darr ascribe the complexity of modern hospital to a number of attributes, (a) wide diversity of objectives and goals for different personnel and subsystems; (b) the diversity of personnel ranging from the

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267 Breslav C., What do patient statements regarding doctors and medical care signify, Medical Care, 1981
269 Oomen T.K., Op. Cit. 266
270 Ray D.B., Nursing behaviour and patient satisfaction, Hospital Administration, 1981
271 Madhur Indu, Inter relations in an organisation, A Study of Sociology of Medicine, Aalekh Publishers, Jaipur, 1978
most highly skilled and educated to unskilled and uneducated employees; (c) dual lines of authority in many areas of hospital operations; (d) Special psychological and physical stress on personnel at all levels as they deal with problems of life and death; (e) problems in measuring the major product of the hospital.

Eisendrath\textsuperscript{273} noted that an intensive care unit has been considered a psychologically stressful environment, prolonged care of patients with much system failure and a poor prognosis was the most frequently described source of stress for nurses and physicians. Trakroo\textsuperscript{274} listed some of the factors which effect the satisfaction level of patients utilizing outpatient services. They include unusually long time at Registration, irritable behaviour of registration clerk, lack of facilities for toilet, drinking water, lack of proper space for waiting, too long waiting time for doctors’ consultation, undesirable behaviour of doctors and communication gap between doctor and patient.

A descriptive study was conducted to assess parent satisfaction with care as a management tool to promote the quality of care by Mountzogliou A, Dafogianni C et al in 2000 at Kyriakou' Children's Hospital. A sample of 240 parents was selected by purposive sampling technique. Data was collected through questionnaire. Results showed that satisfaction appears to be very low (14/100) for the procedures of the hospital, low for the outpatient dimension (42/100) and rather satisfactory for the inpatient dimension (61/100). It was concluded that a study will be planned to investigate the effects of implementing changes based on parents' ratings of staff performance\textsuperscript{275}.

A cross sectional study was conducted to assess patient satisfaction and quality achievement in hospital care by Matis GK et al in 2009 at Greece Public Hospital. A sample of 200 patients was selected by random sampling technique. Data was collected through Questionnaire. The results revealed a relatively high degree of global satisfaction (75.125%), yet satisfaction is


higher for the medical (89.721%) and nursing (86.432%) services. It was concluded that satisfaction derived from the hotel facilities and the general organization was found to be more limited.\textsuperscript{276}

A descriptive study was conducted to measure hospitalized patients' satisfaction based on the patient's point of view. A sample of 187 patients was selected from 11 hospitals of 3 regions of France by Cluster sampling technique. Data was collected through a 69 item questionnaire. The final version of QSH contained 45 items describing 9 dimensions, leading to 2 composite scores (staff and structure index). The factor structure accounted for 71\% of the total variance. Internal consistency was satisfactory (item-internal consistency over 0.40; Cronbach's alpha coefficients ranged from 0.76 to 0.96). It was concluded that questionnaire enabled patient feedback to be incorporated in a continuous quality health-care improvement strategy.\textsuperscript{277}

A cross sectional study was conducted to find out the relationship between burnout in nephrologists and nurses and patient satisfaction with their care by Argentero P et al in Italy in 2008. The sample included Nephrologists (n = 68), nurses (n = 334), and hemodialyzed patients (n = 695) from 10 dialysis centers across northern Italy selected by purposive sampling technique. Data was collected through Maslach Burnout Inventory and multi choice questionnaire. Results showed that overall burnout scores were lower than the Italian normative sample, with no significant differences between physicians and nurses. However, considering each dialysis center separately, in 2 centers, nurses registered higher emotional exhaustion levels compared with physicians, with statistically significant differences (P = 0.004 and P = 0.003, respectively).\textsuperscript{278}

\textsuperscript{278} Argentero P, Dell’Olivo B, Ferretti MS, Staff burnout and patient satisfaction with the quality of dialysis care. Sm J Kidney Dis. 2008 Jan;51(1):80-92.
A survey was done to validate the satisfaction of rural and urban outpatient dietetic services, by Vivanti A et al in 2007. A sample of 154 patients was selected by random sampling technique. Data was collected through structured interview schedule. Results show that the age, gender and proportion of missing data was similar between metropolitan and rural respondents (n=154). No metropolitan or rural differences were evident with regard to factor analysis or internal consistency. Four factors accounted for 81.3% of the variance, which compared well with the 83.3% achieved with the original tool designed for the inpatient setting. It was concluded that in increasingly competitive environments the use of validated satisfaction survey results will contribute to measurement of the benefit of dietetic services.279

A study was conducted to assess the psychometric analysis of the patient satisfaction with nursing care by Laschinger H S et al in 2005. A random sample of 14 hospitals in Ontario, Canada was selected. Data was collected through questionnaire. Results of this study revealed that the newly developed instrument had excellent psychometric properties. Total scores on satisfaction with nursing care were strongly related to overall satisfaction with the quality of care received during hospitalization. The results of this study yielded actionable, patient-focused results that can be used by managers to address areas requiring improvement.280

To sum up the researcher has attempted to make a thorough search of empirical studies in Organizational Climate and especially in healthcare Sector. More of studies were seen in western countries. In India the studies are scanty. Moreover the studies are mainly concerned independently with Organizational characteristics, about patient's and personnel of the hospital. Only few studies speak of organizational climate in hospitals and their relationship with other variables. In Andhra Pradesh no such study has been taken up till date. No study on Organizational climate especially on

Organizational Climate, Job satisfaction and Organizational Effectiveness of Hospitals has been taken up.

**Research Gap**

The present study finds its relevance based on the following observations.

1. Every organization needs to review its climate from time to time and hence a current study is relevant for policy makers.

2. When dimensions used for the research are considered, there are changes from researcher to researcher, highlighting the elasticity of the concept. A study responding to the need for a contemporary view is, as such, necessary. The present study employs more number of dimensions than the earlier studies indicating a move to comprehensiveness in conceptualizing the dimensions of organizational climate.

3. The studies that examined differences in perceptions of organizational climate across demographic and functional variables are limited. The present study examines such differences.

4. Although many studies were conducted in relation to the Organizational Climate and hospital related issues, but no study was conducted till now on Organizational Climate in hospitals of Andhra Pradesh and its effect on Patient Satisfaction.