

Management Styles, Work Values and Organizational Climate

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Impact of organizational climate perceptions on individual and organizational performance is well established. The present study purports to investigate the forces within the organizational context that help to shape favorable climate perceptions among its employees. Review of relevant literature in this area suggests management style and employees' work related beliefs and values as important variables contribute in shaping climate perceptions. Relationship between these variables are tested using structural equation model, treating management style as independent, work related beliefs and values as intervening, and organizational climate perceptions as dependent variables. Estimated model, which is different from proposed model, shows the direct effects of directive and participative style and intervening effects of the work related beliefs and values in shaping up of climate perceptions. While directive style results in unfavorable climate perceptions, diversity tolerance and individual orientation moderate by reducing the unfavorableness of climate perceptions. Participative style shapes favorable perception and its effects are enhanced by diversity tolerance and team orientation. Implications of these findings on the managerial styles in Indian manufacturing organizations are discussed.

This study is an attempt to uncover some missing links in the process of management aimed at building positive work climate for superior employee performance and satisfaction, critical for organizations' success and growth. The study looks into the relationships among variables such as style of management and employees' work related beliefs and values in shaping favorable organizational climate within the context of family owned Indian manufacturing organizations of post-reform era. Clarity into the process of climate building would provide adequate insights to the management towards increasing employee productivity and satisfaction and thereby achieve better organizational results. Further more, this understanding becomes very critical for Indian corporates in the post-reform economy for

crafting and implementing successful strategies for organizational change and transformation.

Climate and performance

Climate in an organization evolves out of collective perceptions of employees on various aspects of the organizational work life. It is shaped through their day-to-day experiences while dealing with various facets of the organizational realities such as its goals and objectives, policies and practices, leadership, structure, work design, technology adopted, people, dominant modes of communication, motivational and reward mechanisms, working conditions etc. It provides a dynamic interface for employees in the organization in the form of psychologically meaningful and behaviorally pertinent perceptions, which impel them to

think, feel and act in consistently similar ways (Schneider, 1975). Numerous studies have shown organizational climate as indisputably a major contributing factor for changing employees' attitudes and behavior towards superior job performance and satisfaction. Several measured aspects of climate such as communication flow, decision-making practices, relationship with colleagues, work design and supervisory support have shown significant positive relationship with many outcome variables like organizations' financial performance (Denison, 1990; Ryan, Schmit & Johnson, 1996; Kangis & Williams, 2000) employees, productivity and satisfaction (Schneider et al., 1998; Rogg, et al., 2001). Positive climate perceptions enhanced the impact of HR practices on various aspects of organizational performance (Ferris et al., 1998; Gelade, 2003).

Empirical studies on the process of how climate perceptions are formed are scanty, indirect and mostly anecdotal. Management styles, according to Litwin and Stringer (1968), share 50 to 70 percent of variance of climate perceptions. Participative approach, in whatever forms it is put into practice, has shown to enhance employee satisfaction, productivity and organizational performance through positive climate perceptions (Spreitzer, Kizilos & Nason, 1997; Soonhee, 2002). Nevertheless, its effects are not direct. Strong mediating influences by such factors as employees' work related attitudes, beliefs and values could be inferred (Daniels & Guppy, 1994; Cotton, 1995, Jerry & Robertson, 1998; Wood, 1999).

Studies in this area, however scanty and indirect, imply that climate perceptions contribute to organizational performance, and are shaped by management actions mediated by employees' work related attitudes and values. There arises a stronger need to unravel the complexities of these relationships in a systematic and empirical fashion. The study is based on the premise that organizational climate perceptions contribute

to individual and organizational effectiveness. Positive climate perceptions would improve, and negative climate perceptions would deteriorate individual and organization effectiveness. One of the important functions of management towards enhancing efficiency is to create conditions to cultivate favorable climate perceptions. The management style, the way the organizational work is directed and coordinated would play a critical role in shaping climate perceptions. However, its effects would be mediated by other variables. The cognitive schema the person adopts in selecting, organizing and interpreting the experiences would influence the nature of impact of the management style on climate perceptions. Beliefs and values that people hold concerning their work and organizational life would provide such a schema to comprehend and deal with the experiences. For empirical verification of this premise, the following two testable hypotheses are formulated:

Hypotheses:

1. Perceived management style would not directly influence the way the organization's climate is perceived by its employees.
2. Employees' work related beliefs and values would intervene to determine the nature of relationship between perceived management styles and the way the organizations' climate is perceived by its employees.

These hypotheses were tested using a structural equation modeling (SEM) technique because of its power to accommodate and manipulate many variables simultaneously.

Method

Sample:

One hundred and twenty one middle level managers from five private sector manufacturing organizations participated as subjects in this study. The organizations were of comparable size in terms of annual turnover, level of operations, and number of employees.

Table-1 shows the characteristics of the subjects. Participants are homogeneous in major demographic variables except in

education, in which most of them are technical degree holders.

Table 1: Sample Characteristics – Mean, SD, Percentages and K-S test of normality

Variables	N	Mean	SD	K-S Test	p
Age	121	38.125	9.156	0.1	<.20
Experience	121	10.409	7.007	0.12	<.20
Total Experience	121	15.448	8.857	0.095	<.20
	N	Categories	Percentages	K-S Test	p
Education	86	Technical	71.04	0.465	<.01
	35	Non-Technical	28.92		
Level	41	Junior Manager	33.08	0.129	<.20
	38	Asst. Manager	31.4		
	43	Manager	35.54		
Nativity	49	Urban	40.5	0.184	<.10
	37	Semi-urban	30.58		
	35	Rural	28.93		

Tools:

Management styles were assessed through an inventory developed by Harrison and Stokes (1992). This inventory measures the members' perception of management style of the organization as defined by four cultural orientations namely, power, role, achievement and support. It is a 60-item inventory. Suitable modifications were made on response scaling and scoring to suit the requirements of the present study. Each item is rated on a 4-point scale from strongly agree to strongly disagree. Score for each orientation is the summation of rating given to 15 items corresponding to that orientation. Alpha coefficients for the four orientations range from 0.671 to 0.859.

Work values were assessed using a 36-item inventory developed by the investigator based on large-scale exploratory factor analytic studies. (Sinha, et al., 2001; Vijayakumar, 1999). This inventory measures 12 work related values namely, work ethics, view on authority, outlook on age, group

achievement, expression of feelings, regional diversity, informality, privacy and space, front line work, expression of beliefs, openness, and stereotypes. Each item is a bipolar adjective, and was rated on a 10-point scale. Average of the ratings given to three items corresponding to that value was treated as a score for that value. Alpha coefficients for all the 12 range from 0.566 and 0.701.

Perception of organization climate was measured by an inventory developed by Preziosi (1980). It is based on Weisbord's six-box model and measures employee's perception on seven organizational climate factors namely, purpose, structure, leadership, relationship, reward, helpful mechanisms and propensity for change. It consists of 35 items, five items pertaining to each factor. Each item was rated on a 7-point scale from strongly agree to strongly disagree. Summation of rating for items pertaining to a factor was treated as score for that factor. Alpha coefficient for the factors range from 0.648 to 0.829.

Table 2: Mean, SD and Reliability coefficients of manifest variables (composites)

SI No.	Variables	Mean	SD	Cronbach's Alpha
Management styles				
1	Power	38.843	8.783	0.859
2	Role	41.074	6.282	0.671
3	Achievement	37.876	7.999	0.822
4	Support	32.371	8.241	0.797
Work Values				
5	Work Ethics	2.983	2.582	0.634
6	View on Authority	7.289	2.782	0.672
7	Outlook of Age	6.19	2.965	0.699
8	Group achievement	6.975	3.163	0.659
9	Expression of Feelings	4.934	2.954	0.647
10	Regional Diversity	6.521	2.924	0.566
11	Informality	6.62	3.064	0.701
12	Privacy and Space	5.876	2.886	0.672
13	Front line work	6.015	2.938	0.607
14	Expression of Beliefs	7.669	2.791	0.678
15	Openness	7.182	2.895	0.6
16	Stereotypes	7.017	2.627	0.6
Organizational Climate				
17	Purpose	13.107	3.907	0.648
18	Structure	16.157	5.123	0.75
19	Leadership	14.082	5.27	0.829
20	Relationship	12.975	3.776	0.666
21	Reward	17.917	5.104	0.563

Data Collection and analysis

Data were collected in small groups of 20 to 30 participants at different points in time within span of 6 months during their participation in management development program. Participation was voluntary and confidentiality was ensured. Inventories were distributed to subjects during the program and were collected on the subsequent day. Subjects were individually given feedback on their scores. Structure equation modeling was used to test the proposed hypotheses. Measurement model and structural equation models were estimated simultaneously, using

generalized least square and maximum likelihood estimation procedures. Several exploratory and confirmatory factor analytic studies on the manifest variables guided the specification of latent constructs and hypothetical structural model. Models were respecified three times to obtain satisfactory level in all fit indices. Model estimations were performed using SEPATH module in STATISTICA-version 5.0.

Results

Using maximum likelihood estimation on the correlation matrix of 23 indicator variables, 6 latent constructs and 6 significant paths were identified in 14 iterations. The model was respecified three times. The relevant data are shown in table 3 & 4 and figure 1 & 2. The hypothetical model (Hy: Model 1) in tables 3, differs significantly from estimated models as seen from the maximum likelihood Chi-square ($\chi^2 = 281.912$, $df = 220$, $p < .000$). The hypothetical model has two indirect paths namely, $CC > DT > IO > OC$, and $ES > DT > TO > OC$. Models were respecified three times to obtain satisfactory level in all fit indices. First respecification shown as model 2 in the table, was done by adding a direct path namely, $CC > OC$ to the model; In the second respecification, shown as model 3, another direct path namely, $ES > OC$ was added. The third respecification was done by adding the path $DT > OC$. The model is overidentified as few degrees of freedom are used up in estimation of the model. The number of degrees of freedom for independent model is 276 and that of estimated model are 220; and there are no reciprocal relationships in the estimated structural model.

All other fit indices suggest better to marginal fit for the estimated model against competing models. Absolute fit indices, which determine the degree to which the overall model (structural and measurement models),

Table 3: Goodness-of-Fit Measures for estimated and competing Structural Equation Models

Goodness of Fit Measures	Estimated Model	Competing Models		
		Hy: Model 1	Model 2	Model 3
Absolute Fit Measures				
Maximum Likelihood Ratio Chi-Square (χ^2)	281.912	354.854	381.641	383.542
Degrees of Freedom	220	224	222	221
Noncentrality parameter (NCP)	61.912	130.854	159.641	162.542
Scaled noncentrality parameter (SNCP)	0.512	1.081	1.319	1.343
Goodness-of-Fit Index (GFI)	0.921	0.876	0.864	0.823
Root mean square residual (RMSR)	0.078	0.089	0.091	0.093
Root mean square error of approximation (RMSEA)	0.065	0.056	0.048	0.054
Expected cross-validation index (ECVI)	2.879	3.487	3.71	3.726
Incremental Fit Measures				
Adjusted goodness-of-fit index (AGFI)	0.801	0.776	0.758	0.719
Bentler-Bonett non-normed fit index (NNFI)	0.913	0.821	0.779	0.774
Bentler-Bonett normed fit index (NFI)	0.738	0.671	0.646	0.644
Bentler-Bonett comparative fit index (CFI)	0.925	0.841	0.806	0.803
Parsimonious Fit Measures				
Parsimonious normed fit index (PNFI)	0.642	0.594	0.567	0.562
Parsimonious goodness of fit index (PGFI)	0.734	0.711	0.694	0.659
Normed chi-square	1.281	1.584	1.719	1.735
Akaike information criterion (AIC)	345.912	418.854	445.641	447.542

predicts the observed covariance or correlation matrix show marginal to better fit. Goodness of fit index (GFI) for the estimated model is .921, which is above the recommended threshold value of .9 indicating close to perfect fit. The GFIs for competing models are below .9. Root mean square residual (RMSR) for the estimated model is .078 that is 7.8 %, which can be considered as marginal. When compared to competing models this value is appreciably less. Root mean square error of approximation (RMSEA), is .065, which is slightly above the acceptable level of .05 and below. The competing model 2 achieves .048, which is within the recommended level.

Incremental fit indices are measures of compatibility between the estimated model and baseline or null model. The null model is a

single construct model which assumes that all indicators perfectly measure the construct. These indices suggest marginal to better fit for the estimated model. The null model has a chi-square value of 1077.863 with 253 degrees of freedom. Substantial reduction is achieved in the estimated ML chi-square owing to the estimated coefficient. Adjusted goodness of fit (AGIF) is .801 for estimated model, which is below the recommended level of .9. When AGIF values of the competing models are compared, the estimated model achieves better fit. Other incremental fit indices, such as non-normed fit index (NNFI) and comparative fit index (CFI) are within the recommended level. NNFI value is .913 and CFI value is .925 for the estimated model. Values of these two indices for competing models are below recommended level. Value of normed fit index

(NFI), is .738 for estimated model. This value is below expected level of .9 and above. The NFI for other competing models are very low.

Parsimonious fit indices measure the goodness-of-fit of the model to the number of estimated coefficient required to the level of fit. They are four such measures such as parsimonious normed fit index (PNFI), parsimonious goodness of fit (PGFI), normed chi-square and akaike information criterion (AIC). The normed chi-square value for the estimated model is 1.281 which is well within the threshold limits of 1 and 5. The competing models also achieve values within this range. The PNFI value for the estimated model is .642, which is within the acceptable limit of .6 and

above. The competing models could not achieve this level. PGFI is marginal with a value of .734 for estimated model and of the similar range for other competing models. AIC value for estimated model is 345.912, which is much smaller than the competing models.

All these three fit indices strongly suggest that the estimated model achieves better fit than null model and all other competing models.

Measurement model

Examination of loadings of the latent constructs on indicator variables shows that all loadings are statistically significant beyond 1% level. Reliability coefficients and variance extracted for the latent constructs were computed. Table-4 shows the loadings.

Table 4: Standardized Parameter Estimates for the Measurement Model - Construct loadings (t value in the parentheses)

No	Manifest Variables	Loadings	t-value	Latent constructs
V1	Power	0.901	27.326	
V2	Role	0.446	5.576	Command and Control
V3	Achievement	0.852	25.356	
V4	Support	0.73	16.408	Empower and Support
V6	View on authority	0.531	4.881	
V7	Outlook on Age	0.405	4.117	
V10	Geography and accent	0.484	4.328	Diversity Tolerance
V13	Privacy and Space	0.409	2.163	
V16	Stereotypes	0.719	7.817	
V5	Work ethic	0.3	2.739	
V14	Expression of beliefs	0.96	17.734	Individual Orientation
V9	Expression of Feelings	0.273	2.713	
V8	Group achievement	0.73	9.055	
V11	Informality	0.25	2.715	
V12	Front line work	0.62	6.919	Team Orientation
V15	Openness	0.607	6.667	
V17	Purpose	0.651	11.773	
V18	Structure	0.768	21.572	
V19	Leadership	0.889	39.677	
V20	Relationship	0.643	13.22	Organization Climate
V21	Reward	0.777	17.937	
V22	Coordination	0.903	38.787	
V23	Propensity for Change	0.965	15.26	

All loadings are statistically significant beyond 1% level)

Table-5 shows means, SDs, variance extracted, correlation coefficients and reliability coefficients of latent constructs. The two exogenous constructs exceed the threshold level of reliability of .70. Among the endogenous constructs only OC has exceeded .70. The other three fall slightly short of .70. Similar trend can be observed in the variance extracted. CC,

ES and OC exceeds the threshold level of .50, and the DT, IO and TO fall short of this value. Considering the exploratory nature of this study, these values are acceptable. The six latent constructs and 23 indicator variables are considered sufficient in terms of how the measurement model is specified.

Table 5: Descriptive statistics, zero-order correlation and reliability coefficients for latent constructs

Latent Constructs	Mean	SD	Variance extracted	Correlation Matrix						
				1	2	3	4	5	6	
1. Command and Control (CC)	36.994	9.281	0.575	0.709						
2. Empower and Support (ES)	37.598	8.489	0.646	-0.664*	0.784					
3. Diversity Tolerance (DT)	17.032	4.365	0.328	-0.032	0.04	0.697				
4. Individual Orientation (IO)	9.604	3.109	0.411	0.125	-0.164	-0.233*	0.601			
5. Team Orientation (TO)	14.805	4.744	0.373	0.044	-0.054	0.424*	-0.043	0.682		
6. Organization Climate (OC)	79.244	21.06	0.548	0.373*	-0.528*	-0.218*	-0.071	-0.074	0.851	

* Indicates coefficients significant beyond 1% level. Figures in the diagonals are reliability coefficients

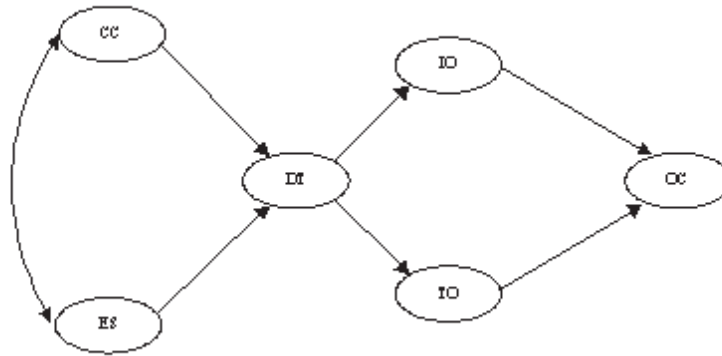
The two management style variables, CC and ES correlated quite highly but negatively suggesting they are mutually exclusive entities. The 12 manifest work value factors are grouped into three latent constructs namely, DT, IO and TO. DT shows significant positive correlation with TO and significant negative correlation with IO. TO and IO are uncorrelated. Diversity tolerance, name given to a set of work related beliefs and value representing, flexibility and readiness to accept various forms of diversity in people’s attitudes and behavior, foster team orientation and impede individual orientation. TO and IO are independent. DT is common influencing factor for IO and TO. DT is a source factor, which manifest in the form of either team orientation or individual orientation. The interaction of the three work value constructs corroborates with the views of Dose and Klimoski (1999) who found that

work force diversity is a major determinant of team effectiveness and teams with members who cannot accept and adjust to workforce diversity are ineffective. Hence, in the hypothetical model, DT is given a central place and paths are routed through DT.

Structural model

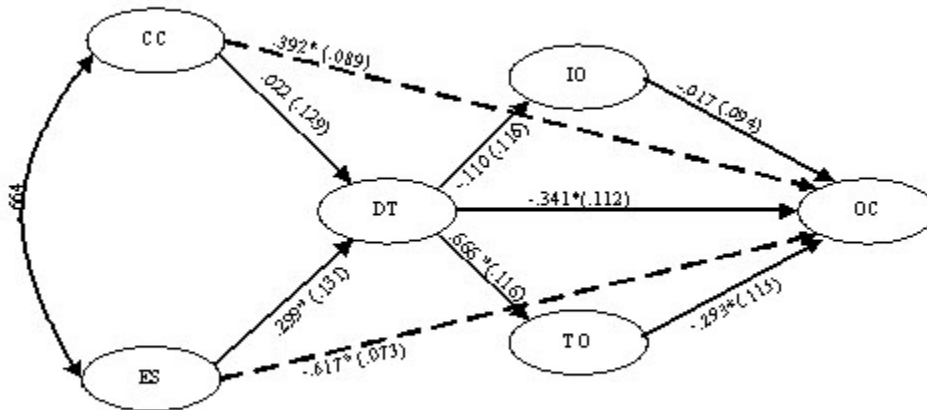
Figures 1 & 2 show the hypothetical model and the estimated model with path coefficients for the estimated model. Both CC and ES management styles make direct path to OC. The path coefficients are significant. Scaling used to measure the climate perception in this study, is a reverse scale with high scores point movement towards unfavorable end of favorable – unfavorable continuum. Hence, in the case of CC→OC the path coefficient of 0.392 (p<.01), suggests that it increases unfavorable climate perceptions; and the path

Figure 1: Hypothetical structural equation model



CC: Command and Control, ES: Empower and support, DT: Diversity Tolerance, IO: Individual Orientation, TO: Team Orientation, OC: Organization Climate

Figure 2: Estimated structural equation model



Values in the parentheses are standard errors
 CC: Command and Control, ES: Empower and support, DT: Diversity Tolerance,
 IO: Individual Orientation, TO: Team Orientation, OC: Organization Climate

coefficient of -0.617 ($p < .01$) between ES→OC on the other hand, suggest that it decreases unfavorable climate perceptions. This trend observed is contrary to hypothesis 1. The management styles directly affect the way the members perceive the organizational climate.

Between the two hypothesized causal links namely CC→DT→IO→OC and ES→DT→TO→OC, the first could not stand the test of statistical scrutiny. None of the

path coefficients in the first causal link is significant while all path coefficients in the second causal link are significant which lends partial support to hypothesis 2. DT and TO intervene the effect of ES on OC, whereas DT and IO do not intervene the effect of CC on OC. Work related beliefs and values mediate the effects of management styles on the employees' climate perceptions in the case of ES style but not in the case of CC style. In the

first causal link emerged, ES has positive influence on DT (0.299; $p < .01$) and DT has positive influence on TO (0.666; $p < .01$) and TO in turn has a positive influence of OC (-0.293; $p < .01$). A second significant causal link, which was not hypothesized but emerged in the process of model fitting, is $ES \rightarrow DT \rightarrow OC$. Both the path coefficients in this link are significant. In the second causal link ES has

positive influence on DT (0.299; $p < .01$) and DT has positive influence on OC (-0.341; $p < .01$). One direct link and two causal links were observed between ES and OC. Of these three the stronger link or the one that can explain more variance or lesser residuals, can be estimated by loss function. Table 6 gives this statistics.

Table 6. Non-linear regression coefficients and loss function for the three paths

Variables	Beta	SE	t-ratio	p	R ²	R ² Change	Loss function
Path 1: ES → OC							
Empowerment and support (ES)	2.258	0.088	25.683	.000	.216		125151.13
Path 2: ES → DT → OC							
Empowerment and support (ES)	2.563	0.231	11.084	.000	.236	.020	57334.01
Diversity tolerance (DT)	5.420	0.462	11.736	.000			
ES*DT	-0.176	0.019	8.342	.000			
Path 3: ES → DT → TO → OC							
Empowerment and support (ES)	1.494	0.372	4.016	.000	.257	.021	49750.33
Diversity tolerance (DT)	7.580	1.697	4.467	.000			
Team orientation (TO)	3.359	1.001	3.354	.001			
ES*DT	0.300	0.056	3.065	.002			
DT*TO	-0.176	0.099	3.096	.002			
ES*DT*TO	-0.307	0.002	1.074	.002			

Regression coefficients for all the three paths are significant. From path 1 to path 3, the R square appreciably increases and R square gain too is substantial, with 69% reduction in loss function, which is the sum of squared deviations about the predicted value. Minimum loss function denotes clustering of points around regression line and hence lesser amount of unexplained variance. When compared to other two paths, path 3 achieves minimum loss function with appreciable increase in R square. DT and TO intervene and strengthen the influence of ES on OC.

In sum, the results indicate the following definite trends: (i) Command and control style

show negative influence on climate perceptions; (ii) Diversity tolerance and individual orientation do not intervene in this relationship; (iii) Empower and support style show positive influence on climate perceptions; (iv) Diversity tolerance and team orientation mediate and augment this impact.

Discussion

Conceptually, the results imply that organizational climate a key contributing factor for organizational performance, is influenced by the way employees perceive the style with which the management directs and coordinates work activities and their inclinations for accepting diversity and orientation towards

individual or team work. If employees perceive the style of management as command and control, a traditional Theory X approach to people management then the climate perceptions are negative. Diversity tolerance and individual orientation have played trivial role in mediating this relationship. On the other hand, if the style is perceived as empowering and support, a traditional participatory style characterized by Theory Y approach to people management then positive perceptions of organizational climate emerge and this relationship is augmented when employees are inclined to accept diversity and oriented towards team work.

The findings imply the role of management style in shaping climate perceptions of employees. Traditional management style of command and control in general, leads to unfavorable climate perception among middle level managers of Indian manufacturing organizations, independent of their work value orientations. Management style in Indian manufacturing organizations has evolved out of cultural, colonial and political legacy peculiar to Indian subcontinent. Hierarchical authority, paternalism, personalized relationships, social networking through status and roles, community orientation encompass Indian organizational life (Sinha, 1990; Virmani and Gupta, 1991; Kao et al, 1995). Sinha (1995) has aptly captured this ambiguity in Indian management as nurturant task style. Traditional authoritarian mindset along with paternalistic benevolence pervaded among Indian managers especially those in manufacturing companies, majority of which have a long history of family control. Pre-reform controlled economy in fact, encouraged this mind set. This was perhaps the best style at that time when organizations were functioning with limited freedom and resources, and stringent labour regulations. Opening up of economy to global market forces coupled with the advent of information technology calls for changes in the ways and means fashioning

work relationships and of doing business. Many of these traditional manufacturing organizations are in the process reconciling with the demands of the changing business environment. The unfavorable climate perceptions attributable to the authoritarian style would perhaps be due to the incompatibility between the demands of market economy and ways of doing work.

Participative style on the other hand creates positive climate perceptions, irrespective of members' predisposed beliefs and values. Its effects are augmented if the members are more tolerant of diversity and more team oriented. Many organizations introducing participatory approach could find positive initial response from the employees, but the positive effects could taper off as the time passes by unless the employees are inclined to accept diversity and teamwork. Work systems like cellular manufacturing, self managed work teams, employee involvement programs like quality circles, TQM initiatives etc, would enhance and sustain the effects of participatory approach by enabling employees to accept and value diversity and team work.

The present study advocates the case for strengthening participatory approach in the management of manufacturing organizations by introducing work systems that enhance participation. Positive organizational climate perceptions build by participatory management style will last long only if the employees are mentally tuned to work under participatory system, which demand inclination to accept diversity and working with others.

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