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AN EMPIRICAL STUDY OF ORGANIZATIONAL CLIMATE, HRD CLIMATE AND JOB INVOLVEMENT AS PREDICTORS OF MANAGERIAL EFFECTIVENESS

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ABSTRACT

Managerial Effectiveness depends on a number of factors like individual's personality, superior subordinate relation, trust facilitation and surrounding organizational climate. Managers as individuals have different needs and wants and fulfillment of these affects their job involvement. The constant support of the organization through HRD practices increases the level of job involvement and accordingly affects the performance of the managers (Koontz and Wehrich,2006). Number of studies has verified that the Managerial Effectiveness is influenced by organizational climate and HRD climate both. Job involvement has become an important variable to influence the Managerial Effectiveness. The power sectors in India are facing the transition phase in current globalization and glocalization environment. The bundling and unbundling of the power sector have affected the efficiency and the mind set of the employees. New employees in the organization are having different expectations from the organization as compared to those employees who are having 15 - 20 years of experience. This study is based on the responses of the Assistant Engineers of a distribution company of Madhya Pradesh State Electricity Board (MPSEB), who have been the part of the training program conducted at IIT Roorkee.

The study explores the influence of HRD climate and organizational climate along with the job involvement level as independent variables to managerial effectiveness as dependent variable. The hypothesis of the study is- the organizational climate, HRD climate and job involvement has significant correlation with the managerial effectiveness. The objectives of the study are - (a) to identify role of HRD climate, (b) to identify the role of organizational climate and (c) to identify the role of job involvement on managerial effectiveness. The study has used three registered scales viz., HRD Climate Scale, Organizational Climate Scale and Job Involvement Scale as independent variables and Managerial Effectiveness Scale as dependent variable. The responses of 31 Assistant Engineers of MPSEB have been collected and analyzed with the help of the statistical tools like correlation, item analysis and factors analysis, etc. The results are discussed for the acceptance or rejection of the hypothesis. The findings help to identify the influence of independent variables over dependent variable. Organization may take corrective actions in the respective areas. The findings also confirm the strong areas where organizational practices are having higher impact on the managerial effectiveness.

Introduction

Organizational Climate

The organizational climate has been defined by different scientists in different ways. In general, organizational climate is a shared perception of "the way things are around the employees"

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An Empirical Study Of Organizational Climate, HRD Climate And Job Involvement As Predictors Of Managerial Effectiveness

(Schneider, 1990). Payne (1990) has defined the organization climate “a moral concept reflecting the content and strength of the prevalent values, norms, attitudes, feelings and behavior of the members of a social system which can be operationally measured through the perceptions of system members or observational and other objective means”. According to Pareek (1989) organizational climate is created by 12 dimensions; orientations, interpersonal relations, supervisions, problem management, management of mistake, conflict management, communication, decision making, trust, management of rewards, risk taking and innovation and change.

Human Resource Development Climate

The contribution of Human Resource Development (HRD) of any organization plays a great role for achievement of organizational goals (VSP Rao, 2006). The different functions of HRD i.e. individual development, career development and organizational development are characterized with the deterministic nature of work. If we compare the HRD climate of State Government organizations with the private organizations, a great difference is observed. The promotion policies of State government are mainly focused on seniority basis as compared to private organization where merit is given the priority. The willingness of work and continuous learning on given projects are commensurable at private organizations as a result the targets are achieved by the task forces (Popkewitz, 1998). Juravich (1996) in his study has emphasized on employee involvement program and job involvement as key factors for HRD climate of any organization. Rouna (2000) expressed that role of HRD is expanded towards the satisfying the needs of individual in the society. Polac (2003) viewed that HRD should identify and define the critical capabilities of the organizations and must be used for the purpose of competency mapping. As we are aware that skills up gradation and creation of human capital is very important function of any HRD manager. By developing the competency of the employee a favourable response to the organizational climate is created (Santosh Dhar and Upinder Dhar, 2005).

Job Involvement

Job involvement is the degree to which a person identifies with his or her job, actively participates in it and considers his or her perceived performance level important to self worth (Blau and Boal, 1987). Job performance includes the objective outcomes. Some are of primary value to the organization *i.e.*, the objective outcomes and other outcomes are of primary importance to the individual *e.g.*, the job satisfaction.

A job-involved-person is the one for whom work is very important part of life and who is affected personally by his whole job situation; the work itself, his co-workers, the organization etc. An involved employee expects his work to be intrinsically rewarding because he thinks work provides him the opportunity for self expression (Kanungo *et al*, 1975), while the non-involved employee does living off the job. In a study conducted on faculty members of academic institutes at college and university levels reported job satisfaction as a positive correlate of job involvement (Dhar and Jain, 1992).

Managerial Effectiveness

The managerial effectiveness has been defined by different managerial experts in different ways. Drucker (1967) has defined managerial effectiveness as the foundation of success and efficiency as the minimum condition of survival after success. Campbell (1970) defined it as any set of managerial actions that are optimal for identifying, assimilating and utilizing internal and external resources with the aim of sustaining the functioning of the unit for which the manager is responsible. Pareek (1987) viewed an effective manager as one who integrates his

skills and capabilities with his role, attempts to be proactive and creative, faces problems, considers his role important, has capacity to influence decision, sees opportunities to grow in his role, links his job with those of others, helps others and seeks help of others and likes to contribute to something beyond his own.

The Objectives

1. To identify the Organizational Climate in MPSEB. (Madhya Pradesh State Electricity Board).
2. To identify the HRD climate in MPSEB.
3. To identify the Job Involvement level of Assistant Engineers of MPSEB.
4. To identify the Managerial Effectiveness level of Assistant Engineers of MPSEB
5. To identify the role of Organizational Climate, HRD Climate and Job Involvement as predictors of Managerial Effectiveness

Methodology

The Study

The present study was undertaken to identify role of Organizational Climate, HRD Climate and Job Involvement as predictors of Managerial Effectiveness in a distribution company of MPSEB.

The Sample

The data has been collected through responses of around 30 Assistant Engineers of MPSEB who have been the part of the training program conducted at IIT Roorkee.

The Data Collection

The data has been collected through different scales related to Organizational Climate, HRD Climate, Job Involvement and Managerial Effectiveness. The details of the scales are given below -

- i. Human Resource Development Climate Scale consisting 58 items with 6 factors developed by Santosh Dhar and Upinder Dhar (2005) with the reliability coefficient of .94 and validity on account of being .97.
- ii. Organizational Climate Scale consisting 22 items with 4 factors developed by Sanjyot Pethe, Sushma Chaudhari and Upinder Dhar with the reliability coefficient of .87 and validity on account of being .93.
- iii. The Job Involvement Scale consisting 10 items with 2 factors developed by Santosh Dhar, Upinder Dhar and D.K. Srivastava with the reliability coefficient of .71 and validity on account of being .83.
- iv. The Managerial Effectiveness Scale consisting 29 items with 3 factors developed by Upinder Dhar, Santosh Dhar and Preeti Jain with the reliability coefficient of .96 and validity on account of being .98.

Data Analysis

The pie charts, item analysis and factor analysis were used to draw the conclusion. The correlations of different factors were calculated to understand the significance of each independent variables viz. Organizational Climate, HRD Climate and Job Involvement on the dependent variable viz. Managerial Effectiveness.

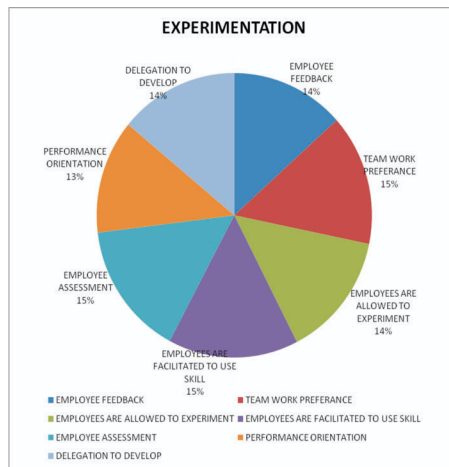
Results and Discussion

An Empirical Study Of Organizational Climate, HRD Climate And Job Involvement As Predictors Of Managerial Effectiveness

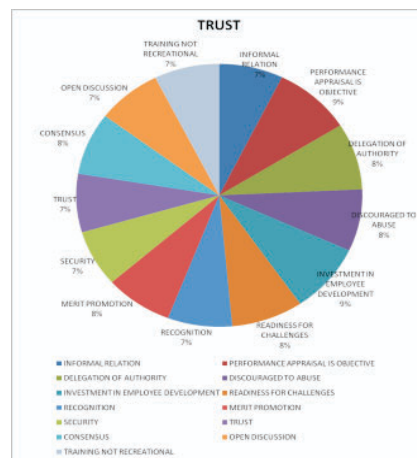
Human Resource Development Climate

The HRD climate scale has 6 factors i.e. Experimentation, Trust, Openness, Facilitation, Transparency and Reward System.

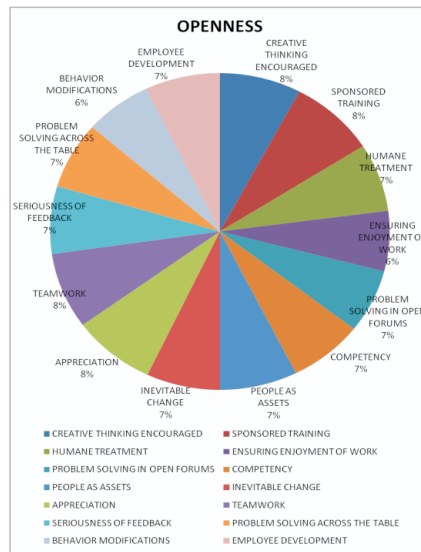
1. **Experimentation:** The responses of the 7 items of this factor are- employee feedback (14%), team work preference (15%), employees are allowed to experiment (14%), employees are facilitated to use the skills (15%), employee assessment (15%), performance orientation (13%) and delegation to develop (14%). It is evident that the performance orientation among the employees is least. The reason is that performance appraisal of the organization is confidential and promotion is seniority based.



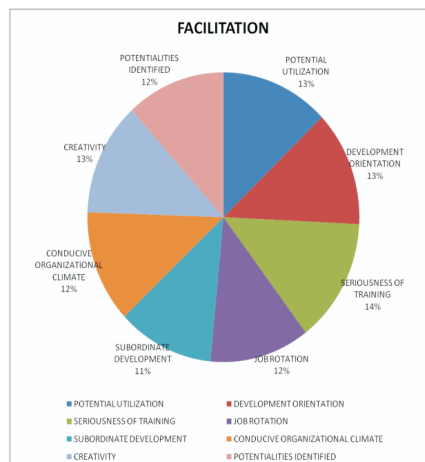
2. **Trust:** The responses of the 13 items of this factor are- informal relation (7%), performance appraisal is objective (9%), delegation of authority (8%), discouraged to abuse (8%), investment in employee development (9%), readiness for challenges (8%), recognition (7%), merit promotion (8%), security (7%), trust (7%), consensus (8%), open discussion (7%), training not recreational (7%). From the result it is clear that organization requires improving upon the creation of feeling of security and trust. Employees should be given opportunities to express their ideas along with freedom of entertainment at the time of learning new skills and knowledge. This will encourage developing an informal relationship among them.



3. **Openness:** The responses of the 14 items of this factor are- creative thinking encouraged (9%), sponsored training (8%), humane treatment (7%), ensuring enjoyment of work (6%), problem solving in open forums (6%), competency (7%), people as assets (7%), inevitable change (7%), appreciation (8%), teamwork (8%), seriousness of feedback(7%) , problem solving across the table (7%), behavior modifications (6%), employee development (7%). The organizational culture is more system oriented and formal one. As a result employees are more busy to ensure documentation parts as compared to socialization. The system does not encourage recreational activity and does not provide open discussions to solve the problems. There is a need to expand appropriate behavior modifications through effective training and development programs.

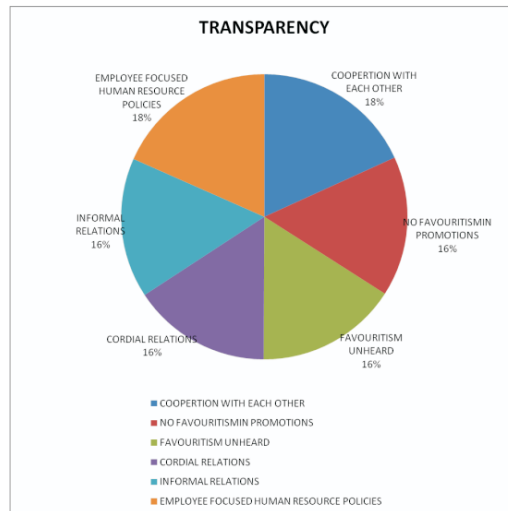


4. **Facilitation:** The responses of the 8 items of this factor are- potential utilization (14%), development orientation (13%), seriousness of training (13%), job rotation (12%), subordinate development (11%), conducive organizational climate (12%), creativity (13%), potentialities identified (12%). As mentioned above, the promotional policies are seniority based and hence organization is deficient in superiors' leadership support to subordinates.

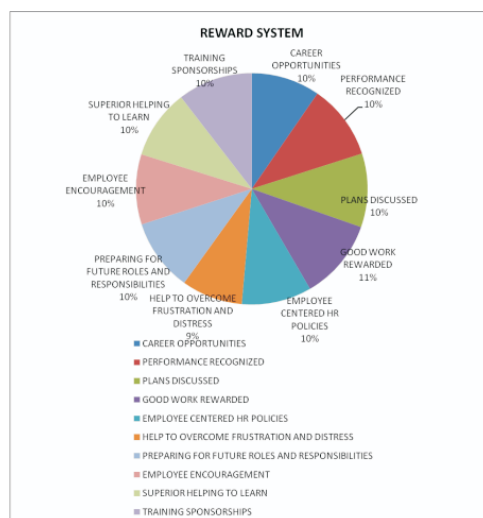


An Empirical Study Of Organizational Climate, HRD Climate And Job Involvement As Predictors Of Managerial Effectiveness

5. **Transparency:** The responses of the 6 items of this factor are- cooperation with each other (18%), no favouritism in promotions (16%), favouritism unheard (16%), cordial relations (16%), informal relations (16%), employee focused human resource policies (18%). HR policies of any State government organization are its strengths and it is expected to encourage more and more transparency to avoid favouritism and develop cordial relation among the employees.

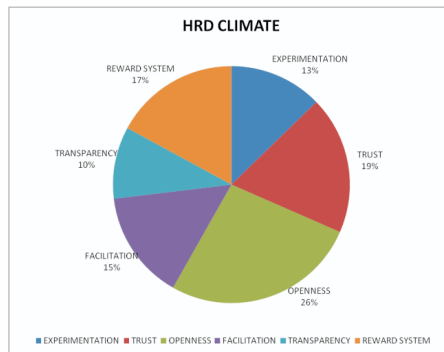


6. **Reward System:** The responses of the 10 items of this factor are- career opportunities (10%), performance recognized (10%), plans discussed (10%), good work rewarded (11%), employee centered HR policies (10%), help to overcome frustration and distress (9%), preparing for future roles and responsibilities (10%), employee encouragement (10%), superior helping to learn (10%), training sponsorships (10%). To encourage the performance of the subordinates, superiors should help them to overcome frustration and distress. The recreational activities and internal communication in the organization are to be promoted to develop an informal relationship between superiors and subordinates for reducing the frustration among the employees.



The overall HRD climate in the organization has been found to have the weight-age of 70% [The total obtained score for the scale (6096) divided by the maximum possible score for the scale (8700) multiplied by 100]. As the HRD climate in MPSEB is found to be only 70%, there is a lot of scope for improvement on the six factors of the HRD climate.

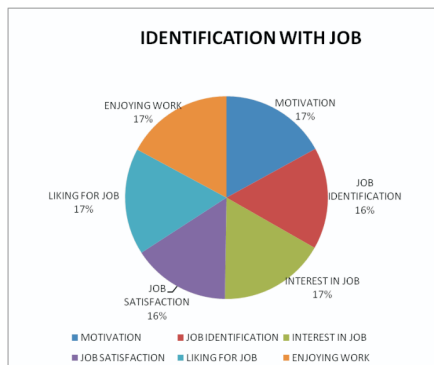
The 6 factors of HRD climate scale viz., Experimentation, Trust, Openness, Facilitation, Transparency and Reward System have also been analyzed. It has been observed that the transparency among the government organizations is to bring into the work culture. As per as openness is concerned the superior subordinate relationship is more formal and work culture of organization is maximized if we balance the formal relationship with informal work environment. The transparency is more towards the formal functioning rather than employees' behavior to each other while openness is towards informal behavior of employees as compared to formal functioning of the organization. The experimentation factor is mainly affected by employee feedback (13%) and performance orientation (13%). The 360 degree performance appraisal is to be introduced into the organization so that feedback system gets improved. Another important suggestion is to increase the internal communication net work which will encourage feedback system and also enhance the orientation towards better performance.



Job Involvement

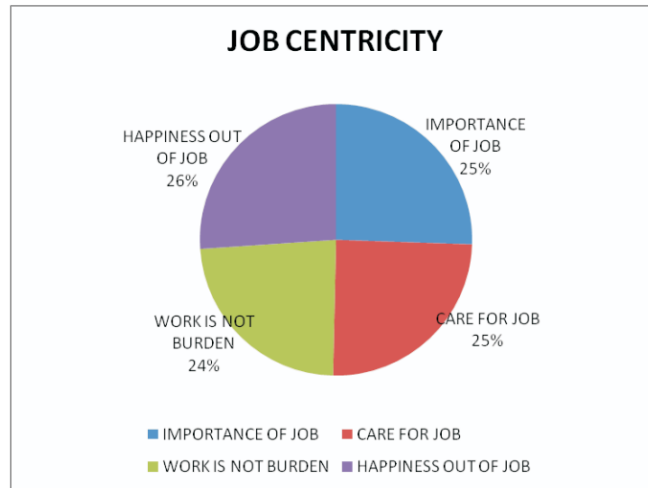
The Job Involvement Scale has 2 factors i.e. Identification with the job and Job centricity

- 1. Identification with the Job:** The responses of the 6 items of this factor are- Motivation (17%), Identification (16%), Interest (17%), Satisfaction (16%), Liking (17%), Enjoying (17%). The respondents have shown high identification with the job which results into high level of motivation and their interest towards job. The job satisfaction and liking of the job has been found similar and they are enjoying their jobs fully.



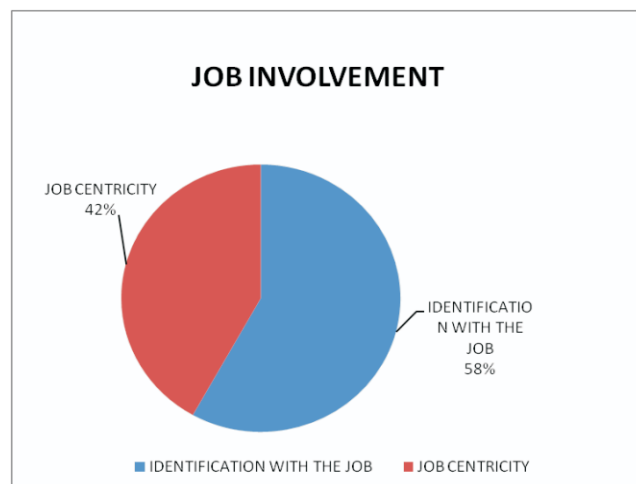
An Empirical Study Of Organizational Climate, HRD Climate And Job Involvement As Predictors Of Managerial Effectiveness

2. **Job Centricity:** The responses of the 4 items of this factor are- importance of job (25%), care for job (25%), work is not burden (24%), happiness out of job completion (26%). The responses are almost same for all the items and job satisfaction level of the respondents is high although a slight variation is observed in case of taking the work as burden



The overall job involvement level in the organization has been found to have the weight-age of 86% [The total obtained score for the scale (1332) divided by the maximum possible score for the scale (1550) multiplied by 100]. The job involvement level is found to be 86%, which shows that employees are highly involved in their job.

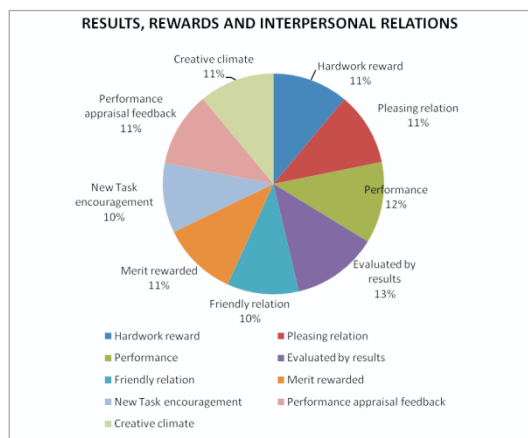
The 2 factors of Job Involvement scale viz., Identification with the job and job centricity have also been analyzed. It has been observed that job identification is more (58%) concerned with the nature of job and job specifications. The employees of MPSEB are more concerned with nature of job and the duties to be performed at work place. Employees are enjoying their work (17%) and having job satisfaction (16%). The motivation level is also high (17%) and they find their job interesting (17%) which is obvious from the results. However, in job centricity respondents have shown slightly lower response on 'work is not burden'.



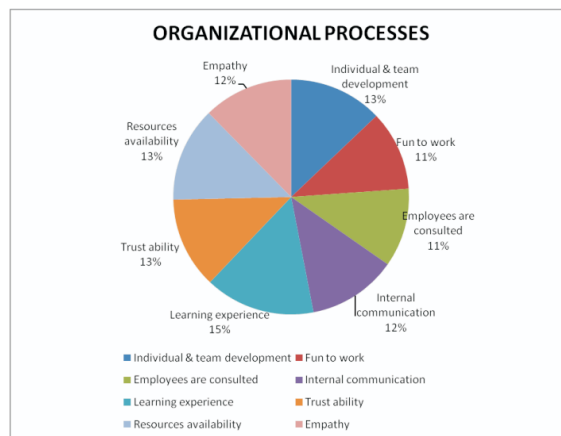
Organizational Climate

The used organizational climate scale is based on 3 factors i.e. results, rewards and interpersonal relations; organizational processes; role clarity and problem sharing.

1. **Results, Rewards and Interpersonal Relations:** The responses of the 9 items of this factor are- Hard work reward (11%), Pleasing relation (11%), Performance (12%), Evaluated by results (13%), Friendly relation (10%), Merit rewarded (11%), New Task encouragement (10%), Performance appraisal feedback (11%), Creative climate (11%). The results suggest motivating friendly relations amongst the employees (10%). The employees are supposed to be encouraged for new task assignments. In the organization studied, R&D is to be promoted priority wise.

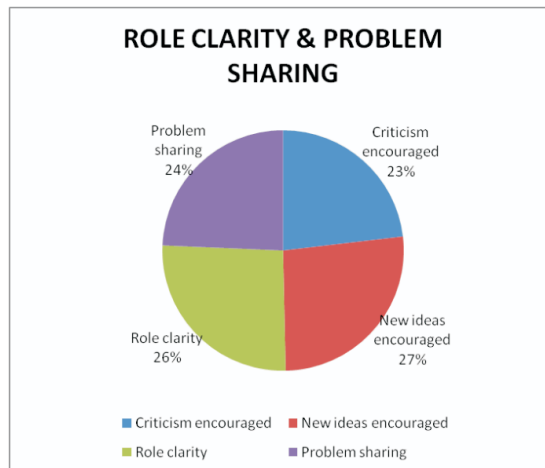


2. **Organizational Processes:** The responses of the 8 items of this factor are- Individual and team development (13%), Fun to work (11%), Employees are consulted (11%), Internal communication (12%), Learning experience (15%), Trust ability (13%), Resources availability (13%), Empathy (12%). In the organizational process, HR policies are having less discretion which minimizes fun at work place. Also HR policies do not encourage the employees to implement new ideas. Organization should minimize bureaucracy for practicing participative functional style. The results also confirm the trust ability amongst the employees. The employees also have given preference to learning experience.



An Empirical Study Of Organizational Climate, HRD Climate And Job Involvement As Predictors Of Managerial Effectiveness

3. **Role Clarity and Problem Sharing:** The responses of the 4 items of this factor are- Criticism encouraged (23%), New ideas encouraged (27%), Role clarity (26%), Problem sharing (24%). A constructive-criticism culture is to be improved. Organization can form some informal group of employees' (which may be termed as 'Criticism Board') that may support each others performance by positive criticism



The overall weight-age of the Organizational climate has been found to be 71% [The total obtained score for the scale (3278) divided by the maximum possible score for the scale (4620) multiplied by 100]. As the Organizational climate in MPSEB is found to be only 71%, there is a lot of scope for improvement on the three factors of the organizational climate.

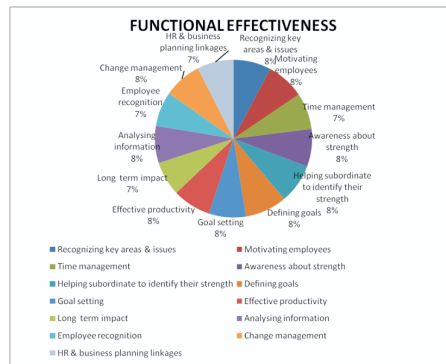
The 3 factors of organizational climate scale viz., results, rewards and interpersonal relations; organizational processes; and role clarity and problem sharing are also analyzed. The results suggest that role clarity and problem sharing factor is required to be improved. The organization should increase internal job assignments with job specifications. Overlapping of jobs/tasks is to be avoided and specific organizational activities are to be redefined. Such practices will avoid a situation in which employees are confronted by divergent role expectations. Superiors should help for solving the problems of the subordinates and must have shared area of responsibility and meet regularly to discuss subordinates' problems, investigate causes of the problem, recommend solutions and take corrective actions accordingly (Stephen P. Robbins and Seema Sanghi, 2005)



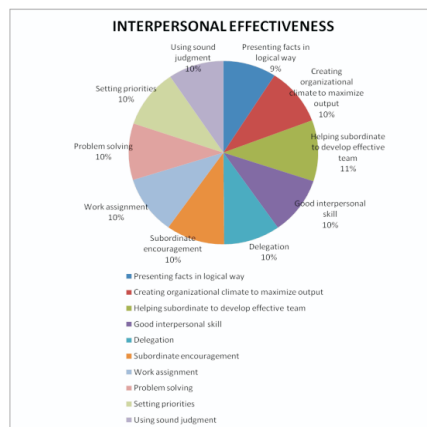
Managerial Effectiveness

The used managerial effectiveness scale is based on 3 factors i.e. functional effectiveness, interpersonal effectiveness and personal effectiveness.

1. **Functional Effectiveness:** The responses of the 13 items of this factor are- Recognizing key areas and issues (8%), Motivating employees (8%), Time management (7%), Awareness about strength (8%), Helping subordinate to identify their strength (8%), Defining goals (8%), Goal setting (8%), Effective productivity (8%), Long term impact (7%), Analyzing information (8%), Employee recognition (7%), Change management (8%), HR and business planning linkages (7%). According to the results the HRD practices are to be more emphasized on long term policies and employees recognition. The results of functional effectiveness have shown a positive sign of motivated employees and concern for their KRA's. Employees are also ready for accepting the change in the organization.

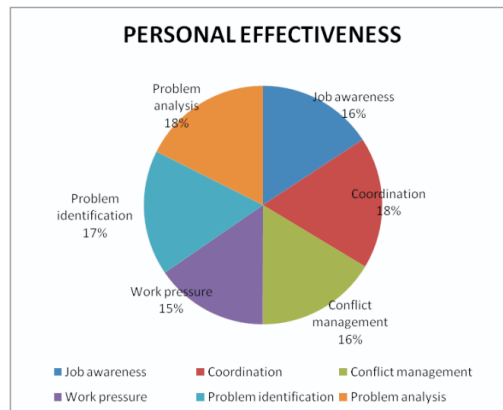


2. **Interpersonal Effectiveness:** The responses of the 10 items of this factor are- Presenting facts in logical way (9%), Creating organizational climate to maximize output (10%), Helping subordinate to develop effective team (11%), Good interpersonal skill (10%), Delegation (10%), Subordinate encouragement (10%), Work assignment (10%), Problem solving (10%), Setting priorities (10%), Using sound judgment (10%). The employees need to develop a system for presenting the facts in logical way which may be achieved through reports preparation and presenting them accordingly. It also reflects that organizational executives support their subordinates and delegate power as a result organizational climate is created to maximize the output.



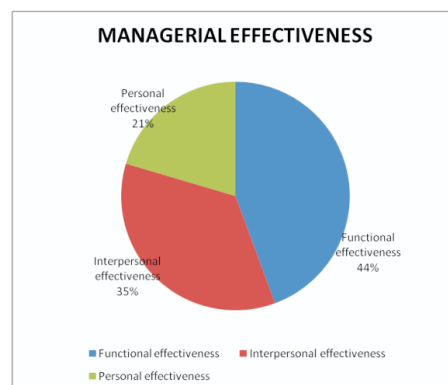
An Empirical Study Of Organizational Climate, HRD Climate And Job Involvement As Predictors Of Managerial Effectiveness

3. **Personal Effectiveness:** The responses of the 6 items of this factor are- Job awareness (16%), Coordination (18%), Conflict management (16%), Work pressure (15%), Problem identification (17%), Problem analysis (18%). The employees are working in a safe and secure environment; as a result they are not used to high work pressure. It being a government organization, most of the decisions are self defined and the probability of discretion in decision making is very less which leads to minimum conflicts at work place.



The overall weight-age of the managerial effectiveness in the organization has been found to be 80% [The total obtained score for the scale (5039) divided by the maximum possible score for the scale (6293) multiplied by 100]. As the managerial effectiveness in MPSEB is found to be 80%, the respondents seem to be effective managers.

The 3 factors of managerial effectiveness scale are analyzed and found to be functional effectiveness 44%, interpersonal effectiveness 35% and personal effectiveness 21%. Fred Luthans et. al. (1988) in their studies described that managers should involve in decision making, training, socializing, disciplining, motivating, etc. According to the Luthans study, managers are engaged for 32% of their time in traditional managerial functions, 29 % in communication, 20% in personal effectiveness and 19% in functional effectiveness. Successful managers emphasize more on net working i.e. interpersonal effectiveness and comparatively less time on personal effectiveness. From the results it is clear that the respondents are more concerned with the functional effectiveness and least concerned with the personal effectiveness. However, if we see the items of the functional effectiveness it is covering almost all human resource management aspects and we can say that these respondents are engaged in knowledge creation and knowledge sharing practices for the organizational effectiveness.



Predictors of Managerial Effectiveness

As shown in Table 1, the managerial effectiveness is showing significant correlation with HRD climate (.631**) as compared to job involvement (.151) and organizational climate (.406*). HRD climate has shown the higher correlation with organizational climate (.705**) as compared to job involvement (.230). Job involvement has shown no significant correlation with any of the factors (managerial effectiveness .151, HRD climate .230, organizational climate .054). Managers are entrusted with different types of responsibilities. They have to give their best contribution to the organizations with maximum output of their own and their team. HRD climate plays an important role for best contribution of the employees. Organizational climate plays a significant role for managerial effectiveness though it has less significant correlation value (.406) as compared to HRD climate (.631). It is obvious that the HR policies motivate the employees much more as compared to other strategic issues. Since employees are motivated their cooperation extends to maximum efforts. Here we can also refer McClelland’s Theory of Motivation which defines that managers have need for power, affiliation and achievement (Nelson and Quick, 2006). HRD climate is more instrumental in leading to openness (26%) and trust (19%). This should result in more transparent, confident and trusted employees that would make the organization grow by contributing best to it. Job involvement has not shown significant correlation with managerial effectiveness. The literature (VSP Rao, 2006) supports that higher the job involvement, higher is the impact of HRD climate, however our study does not confirm the same. Organizational climate is showing only (32%) of role clarity and problem sharing while results, rewards and interpersonal relations, organizational processes are having (34%) of the share of overall organizational climate.

Table 1: Correlations

	Managerial Effectiveness	HRD Climate	Job Involvement	Organizational Climate
Managerial Effectiveness	1	.631(**)	.151	.406(*)
HRD Climate	.631(**)	1	.230	.705(**)
Job Involvement	.151	.230	1	.054
Organizational Climate	.406(*)	.705(**)	.054	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Conclusion

On the basis of the above discussion it is concluded that HRD climate is the most significant predictor for managerial effectiveness as compared to organizational climate and the job involvement in MPSEB. It has been found that job involvement is the least important predictor of managerial effectiveness. Transparency is to be brought into the work culture of the government organizations. Work Culture can be maximized by striking a balance between formal relationship and informal work environment. There should be a participative management. With healthy interaction between subordinate and superior the organization will have motivating man power and knowledge sharing practices will be encouraged among the employees. The organization will be enriched by problem solving approaches and functional effectiveness of the managers will improve.

Utility, Limitations of the Study and further Implication of the Research: The results are

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An Empirical Study Of Organizational Climate, HRD Climate And Job Involvement As Predictors Of Managerial Effectiveness

communicated to concerning authorities of MPSEB so they may include essential Training programs for job involvement and can improve HRD Climate factor by increasing more transparency (10%) in the system. The respondent had expected more need of facilitation (15%) especially in case of subordinate development (11%), the organization is suggested to open more channels of communication amongst superior subordinate levels to strengthen the role of facilitation. The findings of the study can be used for improving organizational climate by role clarity and problem sharing practices. To improve the functioning of any organization, the problem sharing culture is plays an important role. The study suggests that organizational climate becomes more effective if employees are free to share their problems and in knowledge economy era, where knowledge sharing is enforced as part of managerial effectiveness, problems of the employees are to be shared and solved efficiently. The results show that personal effectiveness of the employees is lower as compared to functional and interpersonal effectiveness; this result can be used for improving personal effectiveness of the employees in the course of training on how to handle work pressure (15%) and by creating more and more job awareness (16%).

The study is limited to 31 numbers of the employees therefore the results may not project the overall scenario of MPSEB and can not be generalized hence there is scope for further research with more samples. Statistical analyses has been done on the basis of the responses of the respondents on statement although questions were fully explained and respondents were asked to be frank in their responses, a possible bias can not be denied at least a few number of respondents. This also can be minimized by involving more samples. The study reflects the organizational climate, HRD Climate, Job Involvement and Managerial effectiveness of one state government organization and does not necessarily reflect the same applications to all state government organizations

This study has covered certain aspects of Organizational climate, HRD climate and Job Involvement as predictors of Managerial effectiveness hence the effect of other factors of Managerial effectiveness open the vista for further research. This study can be extended to other state Government Organizations and to other nature of public and private industries and role of organizational climate, HRD Climate and Job Involvement on Managerial effectiveness can be identified. The researcher wishes to recommend that further research studies can incorporate other Organizational and Human Resource dimensions can be included as predictors of Managerial Effectiveness.

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Shyam Narayan and Santosh Rangnekar

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