

IMPACT OF ORGANIZATIONAL CULTURE & CLIMATE ON MANAGERIAL EFFECTIVENESS

AN EMPIRICAL STUDY

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PURPOSE

THIS study aims to draw attention towards the importance of managerial effectiveness and its dependency on variables like organizational climate and culture in the Indian context. In order to achieve the organizational objectives, managers play a vital role as the bridge between the top management and subordinates. Now, in order to achieve the desired objectives of the organization managerial effectiveness is very important. That is why in this study, it is being hypothesized that there is relationship between the managerial effectiveness and organizational culture and climate.

Research Methodology: *The study was carried out in different Private and Public sector organizations located in Delhi, India and its NCR (National Capital Region). Data were collected from 100 managers through convenience sampling method. Analysis of the data was done using stepwise multiple regression analysis and t-test.*

Findings: *Results revealed significant influence of Organizational Climate and Organizational Culture on Managerial Effectiveness of managers of private and public sector undertakings. On the other hand t-test reveals significant difference between managers categorized under public and private sector organizations on all the measured variables.*

Research limitations: *The effectiveness of managers can be explained by some more factors that may be missed out in this research paper as one person can be effective and satisfied in an organization on a particular aspect while other may or may not be satisfied on that aspect.*

Practical Implications: *In order to increase the effectiveness of the managers it is necessary to appraise the shortcomings, so, for that there is a need of intervention in those areas where improvement is required. This research paper is helpful in determining the factors influencing the effectiveness of managers.*

Key Words: *Managerial Effectiveness, Organizational Culture, Organizational Climate, Public Sector Undertaking and Private Sector organizations.*

Introduction

Managers play an integral part in an organization's growth and evolution. Organizational growth is a complex process, particularly in larger organizations with more inertia. Organizations are essentially a compilation of moving parts: motivating each individual, with her/his unique talents and motivation,

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to change direction simultaneously (and in the same direction) is extremely challenging, and requires highly effective managers with highly developed communication skills. Managers' roles were being changed in the time distance, because the contexts of enterprises' activity were also being changed. One hundred years ago the supervisor was only the liaison between the owner and all the staff of the company. He listened to what the employees had to say and used their ideas, but he was concentrated rather on resolving the problems than on discipline. However, along with the growth of an average enterprise size, supervisors got more powerful and their managerial style became more autocratic. Managerial Effectiveness is fast becoming a competitive advantage for organizations, especially in the context of high demand for and, therefore, continuous migration of competent managers from one organization to another. Organizations, therefore, have started investing in retaining competent managers and putting in place systems for developing new cadre of effective managers. It is in the wake of these contextual factors that this programme on Managerial Effectiveness is being conducted. It is reviewed from the literature that limited number of studies have been done on the effectiveness of managers in the private and public sector organizations to analyze the impact of organizational climate and organizational culture in terms of administration, group psychology, and organizational structure. Managers play a pivotal role in getting things done by motivating, inspiring, and leading others at work. Employees who feel valued in the workplace tend to be more committed to their work. This results in higher levels of performance, reduced absenteeism, and more competitive businesses.

Organizational Culture

The values and behaviors that contribute to the unique social and psychological environment of an organization. Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Basically, organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms, and tangible signs (artifacts) of organization members and their behaviors. Members of an organization soon come to sense the particular culture of an organization. Culture is one of those terms that are difficult to express distinctly, but everyone knows it when they sense it. Different people in the same organization can have different perceptions of the culture of the organization. This is especially true regarding the different perceptions between the top and bottom levels of the organization. The research of Hofstede & Hofstede (2005) has shown that cultural differences between nations are particularly found at the deepest level, the level of values. In comparison, cultural differences among organizations are principally identified at the level of practices. Practices are more tangible than values. Most systems of social organization attempt to control the variability of member behavior. Whether it is a business organization, a club, community or nation, social systems need to limit certain behaviors and encourage others. At one level organizations setup rules, procedures, and standards along with various consequences for compliance and non-compliance. This system of formalization is part of the organization's formal structure. However, we often find a high degree of behavioral regularity (cross individual behavioral consistency) in system without strong formal systems of rules and regulations. In these cases, it is often the organizational or group culture that provides informal direction. A common platform where individuals work in unison to earn profits as well as a livelihood for themselves is called an organization. A place where individuals realize the dream of making it big is called an organization. Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization. Since, organizational culture varies in different organizational environment, it may have varied influence on the behavior of members and have a role in creating a sense of commitment, loyalty, involvement and identity towards the organization (Sinha, Singh, Gupta, & Dutt, 2010). Various other studies have also been conducted which reinforce the need to diagnose and manage organisational culture as cultural assumptions can both enable & constrain what organisations can do (Lather, Puskas, Singh, & Gupta (2010); Sinha, Singh, Gupta & Dutt (2010)).

Organizational Climate

Organizational climate (sometimes known as Corporate Climate) is the process of quantifying the “culture” of an organization, it precedes the notion of organizational culture. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior. Properties of the business environment in a workplace observed by staff that strongly influence their actions and job performance. For example, a perceptive business manager might take the trouble to survey employees about the organizational climate to identify and promote those aspects that are most conducive to achieving corporate objectives. For the purposes of this research, definitions by Gerber (2003) and Moran & Volkwein (1992) were integrated. Organizational climate is defined as the shared perceptions, feelings and attitudes that organizational members have about the fundamental elements of the organization, which reflect the established norms, values and attitudes of the organization’s culture and influences individuals’ behavior positively or negatively. Organizational climate has a long history in industrial & organizational psychology and organizational behavior. However, Kurt Lewin was the first researcher to study the concept and argued that behavior is a function of the person and the environment (Litwin & Stringer, 1968). This “Knowledge” about organizational climate is bound to vary from person to person, as each of them perceives the same organization from his own position, experience, and point of view. Perception then is that psychological process that seeks to bring order and meaning out of a complete situation. The picture that a person had formed in his mind about the organization he works in is a measure of organizational climate.

Review of Literature

Gronhaug and Lines (1995) in their study designed to evaluate the ways in which the top managers attend to their ever-changing environments. Results reveal that the subjects in the two organizations differed in their environmental foci are selective and tend to be rigid. Denison (1996) stated that culture determines the way corporations and individuals work. Corporate culture reflects the values and beliefs embedded in an organization, shapes people’s behavior, and, thus, affect performance. Corporate culture has been defined as the basic assumptions and values of business leaders. Organizational culture is an important predictor of employees’ job performance, success, and organizational performance. Organizations having strong/open culture show better financial performance, and people share a set of core values created and nurtured by its leaders. Therefore, organizations should try to develop and maintain a strong/open culture by following certain practices such as recognition and promotion of individuals who perform their job well (Punia & Luxmi, 2005).

Hellawell & Hancock (2001) explained that cultural analysis has generated various points of view. A number of different studies have looked into the characteristics related to or derived from organizational culture: motivation; socialization; quality and leadership; control; and collegiality.

Truskie (2002) asserts that the most significant breakthrough began when management scholars and academics started studying both culture in organizations and management’s impact on culture in the eighties.

Rashid, Sambasivan & Johari (2003) argue that several research studies have been conducted to identify the nature and type of OC in organizations with a view to eliciting the key values, beliefs, and norms in an organization that have given much impetus to the success and superior performance of the organization. To elicit some of these research studies and their successes in establishing relationship between OC and performance require that the concept of OC be understood first.

Farashahi et al., (2005) has focused on developed countries; 95 percent and whereas only 5 percent of the studies testing organizational theories are found to be done in developing countries inspite of the highly dynamic environment.

Kandula (2006) stated that the key to good performance is a strong culture. He further maintains that

due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement.

Dorthe et al., (2008) investigated how misalignments between the organizational climate and the leadership style may result in negative performance consequences. The result indicated that misalignment between climate and leadership style are problematic for organizational performance. Some combinations of climate and leadership style align or fit well together and yield good performance. Complementarily, there are combinations of climate and leadership style which do not fit and yield relatively poor performance.

Catherine & Cherly (2007) revealed that organizational culture was strongly perceived as being related to both leadership effectiveness (explaining 40% of the variance) and personal effectiveness (24% of the variance). Aspects of organizational culture that promote employee fulfillment and satisfaction were uniformly viewed as positively related to leadership and personal effectiveness. The perceived relationship across samples was stronger between organizational culture and leadership effectiveness than between organizational culture and personal effectiveness.

Zhang (2010) describes OC as a mode, composed by some basic assumptions; and the assumptions are found and created gradually by a certain group in the process of exploring the method of adapting to external environment and solving internal interconnected system. Kalyani (2011) explained the characteristics that capture the essence of innovative culture include: openness, collaboration, trust, authenticity, proactive, autonomy, confrontation, and experimentation.

Broad Objectives of Study

The objectives of study are as follows:

1. To determine the impact of Organizational culture and organizational climate on Managerial effectiveness among Managers of Private Sector organizations.
2. To determine the impact of Organizational culture and organizational climate on Managerial effectiveness among Managers of Public Sector organizations.
3. To determine the difference among the managers of Private and Public Sector organizations on the organizational culture, organizational climate and managerial effectiveness.

Hypotheses of Study

The following Hypotheses were formulated as follows:-

Here HO represents Null Hypothesis and HA represents Alternative Hypothesis.

Hypothesis 1

H01: There is no significant relationship between organizational culture and climate with that of the prediction of managerial effectiveness among managers of private sector organizations.

HA1: There is significant relationship between organizational culture and climate with that of the prediction of managerial effectiveness among managers of private sector organizations.

Hypothesis 2

H02: There is no significant relationship between organizational culture and climate with that of the prediction of managerial effectiveness among managers of public sector organizations.

HA2: There is significant relationship between organizational culture and climate with that of the prediction of managerial effectiveness among managers of public sector organizations.

Hypothesis 3

H03: There is no significant relationship between managers of private and public sector organizations with that of organizational culture, organizational climate and managerial effectiveness.

HA3: There is significant relationship between managers of private and public sector organizations with that of organizational culture, organizational climate and managerial effectiveness.

Research Design

The study is exploratory in nature. A systemized and organized study was done to reach the desired objectives of the study. The responses obtained from the respondents i.e. employees working at managerial level in various private and public sector undertakings are analyzed using various statistical techniques. This study is restricted to managerial level employees working in public and private sector undertakings in Delhi and NCR. The importance of this study is that it focuses on identifying the climate and culture of organizations on the managerial effectiveness.

Sources of Data

To cater the need of the research, the researchers have used primary data through structured Questionnaire and as far as the secondary data is concerned that was obtained from web sites, journals etc. to explore the significance of impact of organizational culture and organizational climate on managerial effectiveness. The data was collected from following private and public undertakings, Reliance, Airtel, Idea, Britannia, Ultratech, Hero Honda, DLF, TMT, Maruti Suzuki, CMS, UTI Mutual Fund, Barclays Bank, Ottogon, Religare and MTNL, BSNL, NDPL, BHEL, GAIL, BRT, DDA, LIC, SBI, Allahabad Bank, IDBI Bank etc.

Sampling Technique

Simple random sampling technique was used to gather data from the respondents, because of which respondents diverged from every age group, gender, organization, marital status etc. but were restricted only to managerial level employees working in various public and private sector undertakings. The questionnaire was intricately designed to tap the demographic variables including age, education, gender, marital status, and tenure of the respondents. It also gathered information about the factors responsible for managerial effectiveness.

Data Collection Technique

Primary data were collected from managerial level employees working in various private and public sector undertakings. There were 100 respondents 50 from private sector undertakings and 50 from public sector undertakings. Structured questionnaire was set to interview the managerial level employees working in various private and public sector undertakings of Delhi and NCR.

Statistical Tools Used

IBM SPSS 20 (Statistical Package for the Social Sciences), for data analysis which include regression analysis and for the reduction of factors the factor analysis is done using Rotated component matrix and for the reliability the Cronbach's Alpha was calculated and sample adequacy was tested on KMO and Bartlett's Test.

About the Questionnaire

A well-structured questionnaire is used for the collection of data. It is designed in such a manner to explore the general opinion of working managers of different organizations. There were four parts of the questionnaire; First part of the questionnaire contains questions related to the demographic profile of managers working in private and public sector undertakings. Second part of questionnaire is based on organizational climate scale developed by Pethe, Chaudhari and Dhar (2001) was administered to explore the general opinion of working managers of different organizations. It is self-administering scale and eminently suitable for group as well as individual testing. This scale

contains 22 items. Each item of this scale was rated on 7 point rating scale ranging from strongly disagree to strongly agree with a score 1 to 7 (1-strongly disagree, 2-moderately disagree, 3-slightly disagree, 4-neither agree nor disagree, 5-slightly agree, 6-moderately agree and 7-strongly agree). The third part of questionnaire is based on organizational culture scale. The questionnaire consists of 38 items, distributed over the eight dimensions such as; Ability Utilization, Growth and Innovation, Helping Behaviour, Low Stress, Personalized Relationship, Individual Dignity and Goal Achievement, Bureaucracy, and Shared Outlook. Each item was rated on a 5-point Likert type rating scales ranging from strongly disagree to strongly agree (1-strongly disagree, 2-disagree, 3-undecided, 4-agree and 5-strongly agree). The fourth part of questionnaire is based on Managerial Effectiveness Scale developed by Dhar, Dhar and Jain (2006) was used to assess the managerial effectiveness of the managers on different factors of the construct of managerial effectiveness. This scale contains 29 items. Each item of this scale was rated on 7 point rating scale ranging from strongly disagree to strongly agree with a score 1 to 7 (1-strongly disagree, 2-moderately disagree, 3-slightly disagree, 4-neither agree nor disagree, 5-slightly agree, 6-moderately agree and 7-strongly agree). The scale measures three important factors of managerial effectiveness such as; Functional effectiveness, Interpersonal effectiveness, and Personal effectiveness.

Data Analysis and Interpretation

Reliability Analysis

In order to check the reliability of the questionnaire, the Cronbach's Alpha test was applied (Please refer Exhibit 1). The value of Cronbach's alpha for the part II is found to be 0.921, for the part III is found to be 0.882 and for the part IV is found to be 0.892. As the value of Cronbach's Alpha in all the parts is more than 0.6, which consider the instrument to be reliable for the study.

Exhibit 1: Reliability Statistics

Reliability Statistics			
Part – II	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
	0.921	0.838	22
Part – III	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
	0.882	0.874	38
Part – IV	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
	0.892	0.878	29

Validity Analysis

Kaiser-Meyer-Olkin test was done to measure the homogeneity of variables and Bartlett's test of sphericity was done to test for the correlation among the variables used. From Exhibit 2, it is found that the value for Kaiser-Meyer-Olkin Measure of Sampling Adequacy was more than 0.6 in all the parts of questionnaire, as it is 0.842 in part II, 0.872 in part III and 0.924 in part IV of the questionnaire. Also Bartlett's Test of Sphericity has significant value less than 0.05 at 5 % level of significance in all the parts of questionnaire. Thus it is concluded that instrument is accepted for the study.

Exhibit 2: KMO and Barlett’s test of Sphericity

KMO and Barlett’s Test			
Part – II	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.842
	Bartlett’s Test of Sphericity	Approx. Chi-Square	8635.731
		Df	205
		Sig.	0.000
Part – III	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.872
	Bartlett’s Test of Sphericity	Approx. Chi-Square	11820.631
		Df	190
		Sig.	0.000
Part - IV	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.924
	Bartlett’s Test of Sphericity	Approx. Chi-Square	8731.098
		Df	195
		Sig.	0.000

Regression Analysis

Organizational Culture of Private Sector Undertakings and Managerial Effectiveness

From Exhibit 3, it is indicative that there is a positive correlation between the predictor variable organizational culture and the managerial effectiveness among the managerial level employees in the private sector undertakings. The coefficient of correlation between the organizational culture and the managerial effectiveness is found to be 0.628 and R square is 0.394. The value of Adjusted R square is found to be 0.378 which indicates that 37.8% of the variables of the managerial effectiveness among the managerial employees working in the private sector undertakings is explained by the organizational culture.

Exhibit 3: Predictors (Constant), Organizational Culture

Model	R	R Square	Adjusted R Square	Change Statistics	
				R Square Change	F Change
1	0.628	0.394	0.378	0.394	14.688

Hypothesis Testing

Hypothesis 1

H01: There is no significant relationship between organizational culture and climate with that of the prediction of managerial effectiveness among managers of private sector undertakings.

HA1: There is significant relationship between organizational culture and climate with that of the prediction of managerial effectiveness among managers of private sector undertakings.

Exhibit 4 depicts that there is significant relationship between organizational culture and climate with that of the prediction of managerial effectiveness among managers of private sector undertakings at 5% level of significant. Thus in hypothesis 1, null hypothesis is rejected and the alternative hypothesis is accepted. Thus there is a positive association between the organizational culture and climate with that of managerial effectiveness among the managers of private sector undertakings.

Exhibit 4: Criterion variable: Managerial Effectiveness

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	S.E.	Beta		
1	(Constant)	56.284	27.927		2.049	0.041
	Organizational Culture	0.742	0.192	0.527	3.291	0.000*
	Organizational Climate	0.815	0.187	0.484	2.387	0.000*

Organizational Climate and Organizational Culture of Public Sector Undertakings and Managerial Effectiveness

From Exhibit 5, it is indicative that there is a positive correlation between the predictor variables organizational culture and organizational climate with the managerial effectiveness among the managerial level employees in the public sector undertakings. The coefficient of correlation between the organizational climate and organizational culture and the managerial effectiveness is found to be 0.362 and 0.528 and their respective R square is 0.131 and 0.278. The value of Adjusted R square is found to be 0.091 in organizational climate which indicates that 9.1% of the variables of the managerial effectiveness among the managerial employees working in the public sector undertakings is explained by the organizational climate. The value of Adjusted R square is found to be 0.201 in organizational culture which indicates that 20.1% of the variables of the managerial effectiveness among the managerial employees working in the public sector undertakings is explained by the organizational culture.

Exhibit 5: a. Predictors: (Constant), Organizational Climate, b. Predictors: (Constant), Organizational Culture

Model	R	R Square	Adjusted R Square	Change Statistics	
				R Square Change	F Change
1	0.362 ^a	0.131	0.091	0.131	5.288
2	0.528 ^b	0.278	0.204	0.278	7.824

Hypothesis 2

H02: There is no significant relationship between organizational culture and climate with that of the prediction of managerial effectiveness among managers of public sector undertakings.

HA2: There is significant relationship between organizational culture and climate with that of the prediction of managerial effectiveness among managers of public sector undertakings.

Exhibit 6 depicts that there is significant relationship between organizational culture and climate with that of the prediction of managerial effectiveness among managers of public sector undertakings at 5% level of significance. Thus in hypothesis 2, null hypothesis is rejected and the alternative hypothesis is accepted. Thus, there is a positive association between the organizational culture and climate with that of managerial effectiveness among the managers of public sector undertakings.

Exhibit 6: Criterion Variable: Managerial Effectiveness

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	S.E.	Beta		
2	(Constant)	95.814	29.272		3.492	0.02
	Organizational Culture	-0.342	0.162	-0.248	-2.914	0.007*
	Organizational Climate	1.153	0.425	0.384	3.382	0.002*

T – test

Hypothesis 3

H03: There is no significant relationship between managers of private and public sector undertakings with that of organizational culture, organizational climate and managerial effectiveness.

HA3: There is significant relationship between managers of private and public sector undertakings with that of organizational culture, organizational climate and managerial effectiveness.

It is indicative from Exhibit 7 that the mean and standard deviation in the organizational climate variable for private sector undertakings is 114.82 and 13.639 while in case of public sector undertakings is 77.92 and 13.842. The t – value between the two means is found to be 12.047 which is significant at 5% level of significance. Mean and standard deviation in the organizational culture variable for private sector undertakings is 139.62 and 14.728 while in case of public sector undertakings is 115.73 and 29.041. The t – value between the two means is found to be 6.932 which is significant at 5% level of significance. Mean and standard deviation in the managerial effectiveness variable for private sector undertakings is 162.72 and 22.830 while in case of public sector undertakings is 121.83 and 35.829. The t – value between the two means is found to be 5.558 which is significant at 5% level of significance. Thus in case of hypothesis 3, the null hypothesis is rejected and the alternative hypothesis is accepted. Thus there is significant relationship between managers of private and public sector undertakings with that of organizational culture, organizational climate and managerial effectiveness.

Exhibit 7: t – Test statistics

Variable	Group	N	Mean	S. D.	t value	Sig.
Organizational Climate	Private	50	114.82	13.639	12.047	0.000*
	Public	50	77.92	13.842		
Organizational Culture	Private	50	139.62	14.728	6.932	0.000*
	Public	50	115.73	29.041		
Managerial Effectiveness	Private	50	162.72	22.830	5.558	0.000*
	Public	50	121.83	35.829		

Conclusion

The aim to the study was to identify whether various variables like organizational climate and culture is influencing the managerial effectiveness among various managers working in private and public sector undertakings and also to identify the impact of perception of the managers about the organizational climate and culture on the effectiveness of managers. It was found that organizational culture has influenced managerial effectiveness among managers of private sector undertakings. The empirical analysis of the study indicated that managerial effectiveness is more or less influenced by both organizational climate and organizational culture. However, the direction of influence between managerial effectiveness and organizational culture varies as it was found that managers of private undertakings showed positive influence of organizational culture on managerial effectiveness, whereas, managers of public undertakings showed negative influence of organizational culture on managerial effectiveness. Results found significant difference between the two undertakings on all the measured variables as managers of private undertakings scored significantly higher on the entire variable as compared to their counterpart of public undertakings. Hence, managers of private undertakings perceived better organizational climate, more favorable organizational culture and better managerial effectiveness as compared to their counterpart of public undertakings.

Recommendations

1. In order to increase the effectiveness of the managers it is necessary to appraise the shortcomings, so for that there is a need of intervention in those areas where improvement is required. This improvement area can be styles of communication, strategy formulation, decision making, authority and organizational culture.
2. It is already confirmed that organizational culture plays a vital role in the effectiveness of the managers so it is necessary to improve the organizational culture which can be improved with intelligence and sincere efforts to achieve the mission and objectives of the organization. Organizational structure may be more horizontal rather than the conventional vertical one. Everybody should be heard and given importance for a positive organizational culture.
3. Managerial effectiveness can be improved by improving the deficient behavior. It is necessary for the top manager to reward the innovations and results of the managers also conflict resolution also play a vital role in the managerial effectiveness.

Limitations of Study

The effectiveness of managers can be explained by some more factors that may be missed out in this research paper as one person can be effective and satisfied in an organization on a particular aspect while other may or may not be satisfied on that aspect.

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