

**INFLUENCE OF JOB SATISFACTION,
ORGANIZATIONAL CLIMATE AND ASSUMPTION
ABOUT PEOPLE AT WORK ON ORGANIZATIONAL
EFFECTIVENESS**

Ms Reetu*

Abstract

The success of every organization depends upon the effectiveness of its employees. Employees will perform their best when they are provided with suitable climate with required facilities and they feel satisfied with their job and organization. This study measures the effectiveness of two companies of IMT Rohtak, Asian Paint and Nippon Carbide. Three variables were used to study the organizational effectiveness: Assumption about people at work, organizational climate and job satisfaction. This is a comparative study and to measure the effectiveness data was collected from 50 employees of both the organizations with the help of structured questionnaire. Data was analysed using descriptive statistics to show the nature of data and t-test and proportion test were used to compare the effectiveness of both the organizations. Study results showed that Asian Paint is more effective when measured through statements of Assumption about people at work and organizational climate but when we talk about job satisfaction employees of Nippon Carbide were more satisfied than employees of Asian Paint.

Keywords: Assumption about people at work, Job satisfaction, Organizational climate, Effectiveness, organizational effectiveness.

* **Assistant Professor, Department of Commerce, Chaudhary Ranbir Singh University, Jind**

Introduction

In the 1980s, organizational effectiveness became more prominent and switched to being a concept from the status of a construct (Henry, 2011). This concept is related to issues such as the ability of an organization to access and absorb limited resources in an efficient way and consequently achieve its aims (Federman, 2006). As Gigliotti (1987) said, a unit which is individually ineffective in terms of cooperation with the rest of the organization is doomed to failure and cannot earn profits. Cameron (1978) pointed out that organizational effectiveness is the efficiency of the organization at having access to the essential but limited resources. However, McCann (2004) noted it as the criterion of the organization's successful fulfillment of their purposes through core strategies and core capabilities. Vinitwatanakhun's (1998) study illustrated that organizational effectiveness should focus on human resources help individuals to achieve skill development and self-esteem in order to adjust in the new environment and find security and support with respect to their job. As Baker and Branch (2002) pointed out, the organizations, laboratories and universities that are involved in scientific researches suffer most, because they have to present effective management, behave more responsibly, and to do jobs with limited financial and human resources in order to improve their effectiveness. Although willing to improve their effectiveness, the managers in these organizations first see themselves as scientists and then managers. However, they have to deal with the issues and problems of the organization and system effectiveness. They should to be innovative and creative in their research, conduct, sponsorship as well as design and management of their organizations. In this present study three variables are taken to study about organizational effectiveness of Asian Paint and Nippon Carbide.

Variables constituting organizational effectiveness

Assumption about people at work

The behaviour of people at work influences the effectiveness of organization. The assumptions that managers and supervisors make about their employees and other members determine the way of behaviour with each other. If the assumptions made by managers are favourable for the human resource only then an organization is able to materialize the potential efficiency. When a manager think that workers have no thinking ability, are in the habit of avoiding the work, their perspective is too limited and it's not necessary to provide them all the information, then it

shows that he is a profit oriented manager not human oriented. Douglas Mc Gregor (1960) identified two separate set of assumptions about employees. He called these set of assumptions theory X and theory Y and expressed that the assumption made by the managers about their employees influence their task to manage the whole work and also the employees. According to Mc Gregor (1960), traditional organization with centralised decision making, superior-subordinate-pyramid and external management control of work are based upon assumptions about human nature and human motivation. Theory X assumes that most people want to be directed, they are not interested in fulfilling their responsibilities, do not like change and want safety in their job above all. Theory X provides a rigid and task oriented approach to the management. Mc Gregor (1960) also developed an alternative theory of human behaviour called theory Y. It explained that workers are not lazy and unreliable by nature; they can perform their own and can be creative at work if they are properly motivated. Therefore management becomes effective if it can be able to unleash this potential among employees. When organization achieved its goals and objectives, it would indicate the organizational effectiveness and theory Y assumptions help in it as such managers are cooperative, supportive and facilitating.

Organizational climate

In any organization the climate in which the employees are working should be congenial to work. It is important variable to bring the effectiveness in the organization. Management along with the workers can perform effectively only in suitable climate situations. Such situation is brought about by various factors if the management people perform their work properly. Organizational climate consist of set of various characteristics which describe an organization. The properties of work climate which are specific to a particular organization may be assessed by the way an organization deals with its workers and its general and task environment (Szilagyi et al 1978). Mc Clelland (1965) defined it as a set of generalised attitudes and beliefs that exist in the society. Organizational climate includes management or leadership styles, financial and non financial benefits, promotions opportunities, workers participation in decision making, personnel policies, proper working conditions and creation of suitable career ladder for academics (Nicholson and Miljus, 1992). Organizational climate generally defined as a psychological state which is strongly affected by organizational conditions, such as reward system, promotion, warmth and support, leadership structure and managerial behaviour. Organizational climate is a

belief of how things are in the organizational environment. Although the term climate has generally been used to describe organizations, it can also be used to describe people's perceptions and thinking of groups or job assignments in which they work.

Job satisfaction

Job satisfaction among employees of organization is the important variable which influences organizational effectiveness. An organization can only succeed in this competitive era and can realize maximum potential efficiency if it is successful to make its employees realized that the job being done by them is their own job and they feel committed to the organization. If employees feel such type of things and feel good at their work, their efficiency will increase and they will show an increment in the output and so the organizational effectiveness. Job satisfaction is an important contributor for an organization to be effective. It is a feeling, attitude, views and opinion that people have about their job and other closely related factors. Job satisfaction may be explained as the emotional state of an employee resulting from the perception of their job as fulfilling their important job values, providing these values are compatible with their need (Locke, 1976). Job satisfaction results from the perception that an employee has. It is an emotional response of an employee to a job. We cannot observe satisfaction; we can only feel its existence and quality either from an employee's behaviour or verbal statements. Several writers have explained the concept of job satisfaction as being a result of how much a person wants and expect from the job or organization compared to how much he or she actually receives (Locke, 1969., porter and steers 1973).

Review of Literature

Bose (1958) emphasized three dimensions for individual motivation and higher production which affect the organizational climate. These are: pleasant working condition, satisfactory social relations and reward for good work whereas, Dutta (1959) considered the factors like job security, pay, relationship to seniors, pride in work, physical environment and union-membership in the measurement of job satisfaction in some organizations. Lock (1969) in their study they discover that there is a positive relationship between job satisfaction and production. When employees will be satisfied with all the working conditions prevailing within the organizations and the returns they get from doing their work, then only they feel committed towards their and

feel the job as their own. Lahiri (1965) holds that salary, security, personal growth and human relations were important factors of job satisfaction which result to employee's effectiveness. Employees will only feel attracted towards a job only when he will get proper and fair returns in the form of financial and non- financial measures. James and Jone (1974) studied that the effective supervision depends on human relations, skill and initiatives in rating the problem faced by the management. Employees felt satisfied with their job when they were properly monitored and guided by superiors and their problems were properly counselled by the supervisors. Bennis (1966) has raised strong reservation regarding the applicability of theory 'Y' for managerial effectiveness. He raised six questions about the application of 'Y' theory in the context of modern management in India. On the basis of this study he finds that factor like Indian culture, education obviates the working of 'Y' theory. Kapoor (1967) took demography, caste, experience, skill, education and income factors in his research to measure job satisfaction and their relationship. Vaid (1968) found that employee's adjustment to work is sustained by a set of complex inter-relations among work situations, Job aspects and personal attributes. Various factors have been identified to influence the organizational climate and thereby performance and employees effectiveness.

Roy (1974) compared the organizational climate in public and private sectors. In this study, the public sector as compared to private sector was perceived to be less efficient and effective not because of anything inherently wrong in the basic concept of the former but it is perceived to be suffering from organizational climate problems like nepotism, arbitrariness in union management relationship, inexperienced managers, interference by government and political forces in the name of public accountability. Schein (1976) made a study to explain why Human Resource Planning and Development was becoming increasingly important determinant of employee's effectiveness and what were the major components of Human Resource Planning and should these components be linked for maximizing the effectiveness of employees. He found that HRP was integral to the functioning of the organization and was a central concern of the line management. The accountability must be rested on line supervisor. The system owned by line management helped the employees to become more effective. Kottar (1977) believes that as the organization becomes more complex, managerial effectiveness does not depend on formal authority alone and require power to influence the people on whom they are dependent. As

organization is a bundle of all the human beings working therein and it's not only the top management which affects the effectiveness of an organization. All the human resource working therein has an effect on it. Top management also has to consider them as a part of organization. Litwin and Stringer (1968) emphasized the establishment of necessary and clear connection between performance and reward to develop a work climate for an effective management. The employees should get proper rewards and incentives with regard to the work done by them. Employees will feel motivated to produce more output only then know they will get something in return of it. Employees must feel recognized and rewarded for the good work they put in. Phillip (1980) ascertained the dimensions of clarity in role for organizational climate. Conformity to prescribed norms has also been considered as important factor for managerial and workers' performance. Employees must be clear about the role that has to be accomplished by them. They should also know the expectations of the superiors from them and should follow the prescribed rules and regulations. Srivastva (1985) described the need for achievement of employees as the determinants of the perception of organizational climate. The factors which influence organizational climate are: communication's effectiveness, motivational techniques and leadership styles. Communication pattern of an organization should be of that kind that required information must be available at proper time. Motivation techniques and leadership style used by the organization must be according to the needs of the employees. Yang (2007) investigate the extent to which knowledge sharing and organizational learning affected the effectiveness of employees and found that both knowledge sharing and organizational learning positively influence the employees effectiveness. The goal of acquiring and sharing knowledge was to transfer all individual experience and knowledge to organizational capabilities. Srivastava (2008) examined the effect of two constituents of work environment (physical and psychological) on employee's job satisfaction and performance. He found that the employee's who feel their work environment as to be adequate and favourable scored comparatively higher on the measure of job satisfaction and effectiveness. He also explained that the psychological environment exerted more impact on employee's, job behaviour and their effectiveness than physical environment. Taylor et al. (2014) investigated a significant relationship between visionary leadership and the perception of employee's effectiveness. The leader actions resulted in positive perception of employees, which resulted in long term success of organization. Visionary leaders provided guidance, encouragement and motivation, comprehend the outside

environment to reach appropriately and were instrumental in shaping and affecting organization practices. Jung and Lee (2016) studied how organizational climate and leadership influence employees aspirations for innovation. It was found that hierarchical climate positively influence the aspirations of employees.

Research Methodology

Tools and Implementations

Present study is a comparative study about the effectiveness of two companies from IMT Rohtak, Asian Paint and Nippon Carbide. Asian paint is an Indian Company whereas Nippon Carbide is a Japanese company. Three variables were used to study the effectiveness of organization: Assumption about people at work, organizational climate and Job satisfaction. To measure the effectiveness through these variables data was collected from 50 employees of both organizations through structured questionnaire. The instrument consists of two parts. First part consists of personal information questionnaire and second part consists of statements about Assumption about people at work, organizational climate and job satisfaction. The questionnaire for measuring Assumption about people at work is defined by Colb et al (1970) based on the theory of work motivation by Mc Gregor (1960). It consists of ten pairs of statements. Organizational climate questionnaire is a short version of organizational climate questionnaire prepared by Litwin and stringer (1968). This questionnaire measures seven dimensions of organizational climate. Job satisfaction questionnaire was constructed by Muthayya (1973) which consist of 34 statements.

Scoring

The scoring of assumptions about people was done by adding the weights of the two i.e. the weight of X-statements and the weight of Y-statements. The total for both the statements should be ten. A composite scoring was obtained by dividing the scores of Y by scores of X. This score was termed as Y/X ratio. When it is one, it indicates equal weight to X and Y assumptions about people at work. If more than one, the respondent believes in Y-approach whereas it was less than one it indicates of traditional profit-oriented approach. In addition, three climate score were obtained, the rating for existing position were added which could be 0 maximum. Similarly, the ratings of ideal position were also summated the range of which could be 7 to 70. In case of job

satisfaction, the items of A, D, NA, and NS were not given any score. The job satisfaction was calculated by using proportion test after assigning percentage to particular item.

Objectives of the study

- 1) To study the position of assumption about people at work, organizational climate and job satisfaction as the variable of productivity enhancement in the units of Asian Paint and Nippon Carbide.
- 2) To study the most important sub- variable of Assumption about People at Work, Organizational Climate and Job Satisfaction in the units under study.
- 3) To give the results based suggestions to the managements of the above said units.

Statistical Methods

To meet the objectives of the study, raw scores treated with different kind of analysis. For carrying out the analysis the different type of tests were used like t-test, proportion test. For comparing whether there is any significant difference between the effectiveness of both the organizations t-test and proportion test were used.

Results and Discussions

Table 1 shows the results for the assumptions made by managers for the employees. There are total 10 statements based on theory X and theory Y of McGregor. Each statement was scored for both X and Y approach. Scoring more on Y approach mean organization has a human relationship approach and motivates the employees through encouragement. After analysing the results it was found that there was no significant difference between the assumptions made by managers of both companies for employees for all the statements except the accountability on the job. The t value for the statement “accountability on job” was 2.94 which were more than the table value 1.645. It was also found that the in every statement expect “accountability on job” the employees of Asian Paint scored more on Y assumption than that of Nippon Carbide. After analysing the table it can be said that Asian Paint follows Human Relationship approach more than Nippon Carbide as the mean total of Y approach for almost each statement is more in Asian Paint than Nippon Carbide.

TABLE: 1 ASSUMPTION ABOUT PEOPLE AT WORK

S.NO	STATEMENTS	NIPPON	ASIAN PAINT	T-
------	------------	--------	-------------	----

			CARBIDE				VALUE
			Mean	SD	mean	SD	
1	Human nature in the view of managers	X	4.76	1.090	4.36	.568	1.625
		Y	5.24	1.090	5.46	.568	1.625
2	Human access to information	X	4.96	1.17	4.6	1	1.048
		Y	5.04	1.17	5.4	1	1.048
3	Suggestion from employees	X	5.2	1.32	4.76	1.53	.9901
		Y	4.8	1.32	5.24	1.53	.9901
4	Imagination and ingenuity on job	X	5.24	1.96	5.08	1.605	.3154
		Y	4.76	1.96	4.92	1.605	.3154
5	Accountability on job	X	4.68	1.6	5.84	1.143	2.94
		Y	5.32	1.6	4.16	1.143	2.94
6	Communication	X	5.2	1.41	4.08	1.092	1.12
		Y	4.8	1.41	5.12	1.092	1.12
7	Supervisors and subordinate relations	X	4.84	1.37	4.4	1.15	1.22
		Y	5.16	1.37	5.6	1.15	1.22
8	Financial and non financial motives	X	4.92	1.22	4.84	1.067	.246
		Y	5.08	1.22	5.16	1.067	.246
9	Employees participation in goal setting	X	5.24	1.021	4.96	1.39	.923
		Y	4.72	1.021	5.04	1.39	.923
10	Employee knowledge about job	X	4.76	1.05	4.56	1.38	.574
		Y	5.24	1.05	5.44	1.38	.574

Table 2 shows the results for the analyses of organizational climate. Seven dimensions were taken to analyse the organizational climate of both the organizations. Climate of both the organizations was analysed through existing as well as the ideal position. Mean was calculated for each statement to know the current level and the ideal position which employees want for the organization. To know whether both the organization differs significantly for any of the dimension t value was calculated. It was found that there was a significant difference between the existing and ideal position of the organization in respect of conformity for rules and regulations. The t value for the existing and ideal position in respect of conformity for rules and

regulations was 24.04 and 8.89 respectively which is more than the table value 1.645 (5% level of sig). Nippon Carbide had a greater emphasis on rules and regulations whereas Asian Paint places less consideration to it. In case of responsibility assigned to employees, reward system, clarity in goals, warmth and support of employees and the leadership pattern within the organization there was a significant difference between the Ideal positions of both the companies. However in all the dimensions except conformity for rules and regulations both the companies have same kind of existing climate. Almost for all the statements the mean of Nippon Carbide was more than Asian Paint in case of Ideal position which means that employees of Nippon Carbide want that management should think more about the type of climate provided to them.

TABLE: 2 ORGANIZATIONAL CLIMATE

S NO	STATEMENTS		NIPPON CARBIDE		ASIAN PAINT		T-VALUE
			mean	SD	mean	SD	
1	Conformity	E	8.36	.86	3.56	.506	24.04
		I	4.32	.069	6.92	.996	8.893
2	Responsibility	E	3.72	1.36	3.8	8.164	.250
		I	7.64	1.186	7	1.04	2.02
3	Standard setting	E	3.68	1.34	3.32	.556	1.23
		I	7.12	.83	6.88	1.09	.087
4	Reward system	E	3.36	1.35	3.64	.994	.937
		I	7.32	1.069	6.6	1.08	2.36
5	Clarity in goals	E	3.28	1.20	3.6	.645	1.16
		I	8.24	.92	7.36	1.03	3.16
6	Warmth and support	E	3.12	.78	3.4	.866	1.2
		I	8.64	.95	7.65	1.29	3.36
7	Leadership pattern	E	3.6	.816	3.56	.768	.178
		I	8.24	.59	6.84	.98	6.06

Table 3 shows the results of Job Satisfaction of employees of Asian Paint and Nippon Carbide. 34 statements representing different dimensions of job were used for analysing the satisfaction

level of employees in both the organizations. The results of satisfaction of employees were analysed by calculating satisfied and unsatisfied percentage for each statement and to find out whether there is significant difference between the satisfactions of both the companies' proportion test was used. After analysing through proportion test it was found that thirteen statements a significant difference between the satisfaction level of employees of both the organizations. Promotion (p=2.4), personal judgement (p=2.9), job role (p=2.97), suggestion by senior (p=2.16), security (p=2.52), working facility (p=2.62), pay (p=4.25), behaviour of others (p= 4.04), encouragement from superior (p=3.88), influence of political parties (p=2.16), continuing the present job (p=1.98), opportunity within job (p=3.88) and communication with supervisors (p=2.008) were the statements which showed significant difference as the calculated p value was more than table value 1.96 (5% level of sig). Nippon Carbide employees showed less satisfaction than Asian Paint for personal judgement, use of abilities, feeling about present job, communication with supervisors and chance to get ahead in life. There were only five statements for which Nippon Carbide employees showed less satisfaction than Asian Paint employees. After analysing all the statements it can be said that the employees of Nippon Carbide were more satisfied with their job. Although being more satisfied they feel that there is no chance of advancement in their job.

TABLE: 3 JOB SATISFACTION

S NO	STATEMENTS	NIPPON CARBIDE		ASIAN PAINT		P VALUE
		satisfied	unsatisfied	satisfied	Unsatisfied	
1	Promotion	96%	4%	76%	24%	2.4
2	Technical information	76%	24%	76%	24%	0
3	Internal department	76%	24%	64%	36%	.930
4	Work load	84%	16%	72%	28%	1.02
5	Personal judgement	8%	92%	44%	56%	-2.90
6	Job role	84%	16%	44%	56%	2.97
7	Suggestion by senior	84%	16%	56%	44%	2.16
8	Security	88%	12%	56%	44%	2.52
9	Working facility	84%	16%	56%	44%	2.62

10	Pay	76%	24%	16%	84%	4.25
11	Behaviour of other employees	68%	32%	12%	88%	4.04
12	Amount of work	52%	48%	48%	52%	.28
13	Appreciation of work	44%	56%	44%	56%	0
14	Use of abilities	32%	68%	52%	48%	1.43
15	Convincing people	68%	32%	52%	48%	1.15
16	Development programme	52%	48%	32%	68%	1.43
17	Qualification for job	48%	52%	48%	52%	0
18	Encouragement from superior	92%	8%	40%	60%	3.88
19	Administrative information	84%	16%	68%	32%	1.32
20	Work load	72%	28%	72%	28%	0
21	Progress on job	72%	28%	48%	53%	1.73
22	Work opportunities	52%	48%	48%	52%	.282
23	Expectations of superior	44%	56%	16%	84%	2.16
24	Political parties	36%	64%	12%	88%	1.98
25	Department consideration	52%	48%	36%	64%	1.14
26	Continuing the present job	68%	32%	40%	60%	1.98
27	Feeling about present job	56%	44%	68%	32%	.87
28	Role of the job in department	56%	44%	40%	60%	1.13
29	Better job for your qualification	84%	16%	84%	16%	0
30	Opportunity within job	92%	8%	40%	60%	3.88
31	Change your present job	76%	24%	88%	12%	1.04
32	Authority	80%	20%	80%	20%	0
33	Communication to supervisors	24%	76%	52%	48%	2.008
34	Chance to get ahead in life	12%	88%	32%	68%	1.707

Conclusion

This paper examined the effectiveness of organization of Asian Paint and Nippon Carbide. There are various factors which affect the organizational effectiveness but in this paper emphasis was given to Assumption about people at work, Job Satisfaction and Organizational Climate. A comparative study was conducted between Asian paint and Nippon Carbide to examine the influence of Assumption about people at work, job satisfaction and organizational climate on the effectiveness of organization. Each of the factors influencing the effectiveness was analysed separately. When results of Assumption about people at work are considered it was found that managers of Nippon Carbide have more autocratic approach than that of Asian Paint. Although there was no significant difference between both the organizations in respect of assumptions made by managers, the managers of Asian Paint were more leaned towards human relationship approach. It can be concluded from this analysis that employees of Asian Paint were more effective as management approach developed from the assumptions of theory Y will be effective to motivate the employees to be committed towards organizational goals. Organizational climate was analysed with the help of existing and ideal position of the organization. It was found that the employees of Nippon Carbide are less satisfied with the climate of organization as they scored high on the ideal position. There was a significant difference between the ideal positions of both the organizations. Employees of Nippon Carbide want managers should fix high standards for each dimension reflecting the climate of organization. When results of job satisfaction was analysed it was found that employees of Nippon Carbide were more satisfied than that of Asian Paint which leads to effectiveness because they will feel committed and work hard to achieve the goals. So, it can be concluded that when we take Assumption about people at work and organizational climate the employees of Asian Paint showed more effectiveness than the employees of Nippon Carbide. But when results of Job satisfaction were considered it was found that employees of Nippon Carbide showed more effectiveness.

To enhance the effectiveness of organization efforts should be done by the management of Nippon Carbide so that workers would feel their responsibility about doing the work in a more stewardship way. Due importance should be given to the employees and they should be provided with proper knowledge as and when required. Suggestion should be taken from employees from time to time as it will broaden their perspective and make them more creative. To enhance the

commitment of employee's proper incentives should be given to the employees. All these things will add to the performance and effectiveness of organization.

References

- Baker, K., & Branch, K. M. (2002). "Concepts underlying organizational effectiveness: Trends in the organization and management science literature", *Management Benchmark Study*. USA: Office of Planning & Analysis, Department of Energy
- Bennis , W.C. (1966) "Changing organization", New York, Mc Graw Hill book co. pp 198.
- Bose, S.K. (1958) "Group cohesiveness and productivity", *Psychological Studies*, vol. 31, pp 20-28.
- Dutta, S. (1959) "A study of incentives as expressed by the attitude of different type of employees", unpublished M.Sc. dissertation , university of Calcutta.
- Federman, M. (2006). Essay: Towards an effective theory of organizational effectiveness. [Online] Available: http://whatisthemessage.blogspot.com/2006_03_01_archive.html
- Gigliotti, L. (1987). "An adaptation of Cameron's model of organizational effectiveness at the academic department level in two-year community colleges", Unpublished PhD theses. Syracuse University.
- Henri, Jean. (2011) 'performance measurement and organizational effectiveness, bridging the gap.'
- James, L.R. and Jones, A.P. (1974) "Organizational Climate: A Review of theory and research", *Psychological Bulletin*, vol. 81(12), pp 1096-1112.
- Jung, Chan Su and Lee, Geon.(2016), "Organizational climate, leadership, organization size and aspirations for innovation in government agencies", *Public Performance and Management*, vol. 39, pp. 757-787.
- Kapoor, S.D. (1967) "A study of factors affecting employee's adjustment to work in a factory", *Indian Journal Of psychology*, vol. 4(1), pp. 6-13.
- Kottar, J.P. (1977) "Power, Dependence and effective management", *Harvard Business Review*, vol. 55(4), pp 125-136.
- Litwin, G.H. and Stringer, R.A. (1968) "Motivation and organizational climate", Boston Division of Research, Graduate School of Business Administration, Harvard University.

- Locke, E.A. (1969) “What is job satisfaction”? *Organisational Behaviour and Human Performance*, vol. 4, pp 309-336.
- McCann, J. (2004). “Organizational effectiveness: Changing concepts for changing environments”. *Human Resource Planning*, vol. 27(1).
- McClelland, D. (1965) ‘Achievement Motivation can be developed.’ *Harvard Business Review*, pp 6-24.
- Roy, S.K. and Menon, A.S. (1972) “Motivation and organizational effectiveness.’ New Delhi: Shri Ram Centre for Industrial relations and human resources.
- Sarivastava, A. K. (2008) “Effect of perceived work environment on employees’ job behaviour and organizational effectiveness”, *Journal of the Indian Academy of applied Psychology*, vol. 34, no. 1, pp 47-55.
- Schein, Edger H. (1976) “Increasing organization effectiveness through better HRP and Development”, *Organization Studies group*, Sloan School of management, MIT.
- Taylor, Colette M., Cornelius Casey J., Colvin, Kate. (2014) “Visionary leadership and its relationship to organizational effectiveness”. *Leadership and organizational Development Journal*, vol. 35, no. 6, pp 566-538.
- Yang, Jen-E. (2007) “The impact of knowledge sharing on organizational learning and effectiveness”, *Journal of Knowledge Management*, vol. 11, no. 2, pp 83-90.