Relationship of

Organizational Culture t

ABSTRACT

This study consists of a sample of 100 associates of Delhi metro Rail Corporation. The sample constituted of executives and non executives. It focuses on organizational culture, Organizational Stress, Job Satisfaction, Personal Efficacy and level of Commitment of the DMRC respondents. Correlation was applied to see the inter-relationship between Organizational culture and stress, Job satisfaction, Personal Efficacy and Level of Commitment. The results show significant Positive Correlation between Organizational risk taking and Stress. Significant Positive Correlation was also found between Professional Management and Personal Efficacy, Welfare Concern and Personal Efficacy and also between dependency and Personal Efficacy. A significant Positive Correlation was found between People Orientation and Commitment, Organizational risk taking and Commitment. Significant Negative Correlation was found between Power Oriented ness and Job Satisfaction. Regression was applied to see the effect of various dimensions of Organizational Culture on the variables of Stress, Job Satisfaction, Personal Efficacy and Level of Commitment. Results show significant positive effect of Organizational risk taking on stress. . The results also show significant positive effect of Professional Management, Welfare Concern and dependency on Personal Efficacy. Significant positive effect of People Orientation and Organizational risk taking on Commitment. Also the results show significant negative effect of Power Oriented -ness on Job satisfaction.

Job Satisfaction, Personal Efficacy, Stress and Commitment

- A Study of Associates of Delhi Metro Rail Corporation (DMRC).

Dr. Anu Singh Lather, Mrs. Sangeeta Mohan

INTRODUCTION

Today getting to know one's customers/colleagues is very important. A party meeting helps one to know people better. A yoga session also does the same. There are informal evaluation sessions. Besides, the old saying "breaking bread together still has some meaning- it helps to establish mutual trust. The organization operates in a society and the society's culture influences the culture that the organization attempts to build. As its inputs are drawn from the very society it's a part of. Broadly speaking, social culture affects organizations and individuals therein. In turn the organizational culture influences the individual and the society. It is therefore, an interactive process. These days organizations are also including interactive sessions, yoga sessions to keep level of stress as low as possible.

One feature of interest to the managers worldwide today is the apparent ability of the Japanese to maintain a highly committed workforce (Randall 1987). Realization of personal need satisfaction goes beyond monitory gains. Money is not what makes the world go. Man works to satisfy his higher order needs, such as need to be recognized, to be appreciated and to have a sense of achievement in whatever he does (Lather and Jain 2005).

All employers want their people to work to the best of their capabilities and they take great pains in ensuring that they provide all the necessary resources and a good environment to keep their people satisfied. But as it is found in a study by DMRC that despite all the facilities and benefits the best of their employees leave the organization and the attrition rate is up to 14 percent (Internal survey conducted by the department of Recruitment and Training, DMRC). A few apparent reasons are stringent office laws, employees are reluctant to work in the night shift as majority of these employees belong to the age group of 22 to 30 yrs. They come attracted to the name and status of DMRC finding it a high profile organization. But soon they use the name of DMRC, and switch over to other organizations.
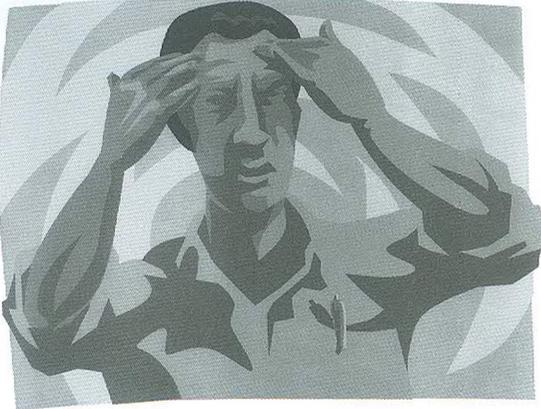
Stressors in personal life or organizational life are the same everywhere. Different studies may throw up different stressors with varying degrees of emphasis. In a worldwide comparative study of work stress, information was gathered from 1,065 managers in ten countries in five continents: Brazil, Great Britain, Egypt, Germany, Japan, Nigeria, Singapore, South Africa, Sweden and the United States. Time pressures and deadlines were the most frequently cited sources of work stress and closely followed by work overload. Inadequately trained subordinates, long working hours, attending meetings, conflicts between work and family and social relationships were other frequently identified stressors. (Cooper and Arbose 1984) A survey of 1,400 top managers and 1,200 middle managers conducted for the American management Association discovered that the main causes of job related stress were heavy workload, the conflict between required tasks and desired personal accomplishments, the company's political climate and lack of feedback. Target and deadline oriented occupations are more stress prone than others.

Stress can be handled by enhancing one's self-efficacy, as self-efficacy is related to positive and negative emotions. One of the sources of self-efficacy is emotional arousal, that is ,one may experience a low level of negative emotion in a threatening situation and as a result, they feel capable of mastering the situation (Bandura 1997). Self-efficacy leads to effective problem solving followed by increase of positive emotions. A low sense of self-efficacy is associated with negative emotions and helplessness; such people also suffer distress and negative emotions such as anxiety and depression (cf. Bandura 1997 Schwazner 1992)

BOUT THE ORGANIZATION

When a city grows with uncontrollable growth in its population, the load of vehicular trips on the road system also goes up and when the traffic level of any travel corridor in one direction exceeds 20,000 persons per hour, it calls for a pragmatic policy shift towards encouraging the use of public based transport system. Establishment of Delhi Metro Rail Corporation (DMRC) and its policy by the Govt. of India in the existing perspective has been one of the major efforts in this regard.

DMRC took on the challenges of recasting the schedule of phase I of the project originally it was to be implemented in 10 years (From 1 April 1995 to 31 March 2005) but project was delayed due to non – formation of DMRC. Later target was revised and DMRC was asked to complete this project in 7 years time and was told to adhere to the original completion date also. In order to assist DMRC, in the implementation of the project, consultants were appointed, comprising a consortium of five distinguished International consultancy companies Viz.

1. Pacific consultant International JAPAN (Leader)

2. Parson Brinkerhoff International – U.S.A

3. Japan Railway Technical Services – Japan

4. Tonishi Engineering Consultants – Japan

5. Rail India Technical and Economic Service – India

The DMRC has introduced a new work culture in India-Punctuality, discipline, quick decision making processes least paper work are the important features of the organization.

Salient Features of the DMRC Culture

1. Total dedication and commitment of the employees to the corporate mission.

2. Integrity of executives and Staff

3. Corporation projects an image of Efficiency, Transparency Courtesy and "We mean Business" attitude.

4. Construction activities should not cause any inconvenience to public or endanger public life.

5. All structures should be built aesthetically and merge well with the surroundings.

6. Construction should not lead to ecological or environmental degradation.

7. Public complaints are to be immediately attended.

8. In spite of being a Hi-tech project all DMRC works commence with Worship

9. The objective remains surmount – to make the Delhi Metro a world class metro and a vehicle to promote dignity and discipline to the city.
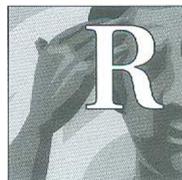
EVIEW OF LITERATURE

Ganesh (2006) Study related to the study the effect of work motivation on occupational stress among executives from manufacturing and software industries. Work motivation and occupational stress questionnaires were administered to a sample of 80 male executives (40 from software and 40 from manufacturing). Results showed a significant difference between the two groups in all the dimensions of the occupational stress and work motivation questionnaires. Further analysis led to the following findings: (1) Manufacturing executives with low motivational organization orientation had significantly higher stress symptoms than executives with moderate and high motivational organizational orientation (2) Software executives with moderate motivational organization orientation had significantly higher negative stress-coping mechanisms than executives with high organization orientation (3) Software executives with moderate motivational job situation were significantly higher stress producers than executives with low and high motivational job situation.

Kassahun (2005) The main objectives of this study were to assess the level of employee commitment in selected industries of Delhi, and to investigate and identify the correlates and predictors of organizational commitment. The sample comprised of 210 employees drawn from various organizations. The results revealed that an overwhelming majority (69.3%) of employees had moderately high level of commitment while only about a quarter (23.5per cent) of employees claimed to have a high level of commitment or true loyalty to their organizations. The level of perception on organizational commitment happened to be more or less similar across the organizations studied. All organizational practices and personal characteristics (except education) established a direct association with organizational commitment. Of these, perceived job autonomy, procedural justice, distributive justice, organizational support and employee age came out as the most important predictors of organizational commitment, explaining about 45.1 per cent of the total variance in organizational commitment. The study further revealed that employees seem to give value to freedom

in connection to their jobs followed by procedural fairness, continuous support from management desk, and equity in the distribution of work-related outcomes. The challenge for the management is therefore, to keep track of these aspects in their day-to-day matters and address them properly.

Punia & Luxmi(2005) Organizational cultural has attained the shape of a critical lever in the success chain for the organization. Appraisal of culture through the eyes of its own employees enables the company to consolidate the strengths and overcome the weaknessess. The present study tests the variations in the perception of employees at different hierarchical levels towards the prevailing organization culture. The study has shown that organizations' having a strong/open culture perform better than the organizations having a weak/close culture. A significant difference in the perception of role incumbents across strata for all the dimensions has also emerged. The study has revealed that the organizational culture does affect the organizational and the individual performance.

Randhawa,G (2004) Research emphasized the role of self-efficacy in performance accomplishments by examined relationship between self-efficacy and work performance. The data were collected from 300 scientists (150 from National Dairy Research Institute, Karnal and 150 from Agriculture Extension Centers in Haryana). The results showed significant positive correlation between job specific self-efficacy and work performance. This signifies that higher the job specific self-efficacy, higher will be work performance of employees. Comparative data analysis to measure differences between the two groups of scientists revealed that the two groups did not differ significantly on the measures of self-efficacy and work performance.

Lather and Balian (2001) It has been proposed that satisfaction and happiness of personnel heighten organizational effectiveness. Organizations that alienate workers through their practices will be less effective and efficient. Satisfied employees usually work harder and better than frustrated ones However, finding the predictor variables of job satisfaction has not been easy, as it is a very dynamic variable in itself. What can be a source of satisfaction at one particular time tend to get saturated and lose their potential to cause satisfaction with repeated exposure. In fact during the 1980s, it became apparent that, although one's job situation is important to one's job satisfaction, people who exhibit satisfaction at one time are likely to be happy with their jobs several years later even if they changed occupation or employer or both. Others apparently remain dissatisfied in numerous work situations (Straw and Ross, 1985).

The main purpose of this paper is to study Relationship Of Organizational Culture to Job Satisfaction, Personal Efficacy, Stress and Commitment. For this purpose, the present hypotheses as follows: -

1. It is commonly believed that Professional Help, People Organization, Welfare Concern, Friendly Culture will have positive correlation with job satisfaction, personal efficacy and organizational commitment.

2. It is also believed that Professional help, People Organization, Welfare Concern, Friendly Culture will have negative correlation with stress.

3. Formalization, standardization and bureaucratization norms will have negative correlation with commitment.

4. Formalization and centralization will have positive correlation with stress.

In the background of the above hypotheses, the present papers endeavors to:-

1. Understand the relationship of cultural variables with job satisfaction, stress, personal efficacy and organizational commitment.

2. See the effect of cultural variables on job satisfaction, stress, personal efficacy and organizational commitment.
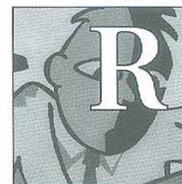
RATIONALE OF THE STUDY

In the era of globalization, organizations face strong pressures to be both efficient and produce value added output. The goal of efficiency and competitiveness can be attained if organizations possess the right people with the right attitude and skills. That is why, organization across the business landscape are being seen battling out for workforce share In a way they battle indirectly for market share. Organizations have realized that their survival largely depends upon their ability to attract, motivate and retain the key talent needed to meet aggressive organizational goals and gain competitive edge. While the factors such as capital, equipment and other resources are important for organizational success, the human factor appears to be the most important one since it is the people who have to use all other resources. The material and other resources of the organization would be of no use not even the latest technologies would be able to produce the targeted results for the organization without the right people with right attitudes to utilize them. The existence of dedicated or committed employees serves as the, "pivotal variables without which the inanimate assets are worthless". It also suggests that a committed, satisfied and efficacious workforce is a 'hallmark' of a successful organization. In other words committed and satisfied employees are the salient reserve and the foundations of any organization.

ESEARCH DESIGN

The sample of this study consist of 100 associates of Delhi Metro Rail Corporation (DMRC) who were in the age group of 22 to 30 yrs. Of these 100 associates, 50 executives were selected-25 from operation and 25 from maintenance, Of the remaining 50 non executives who were selected for the study, 25 belonged to operation and 25 to maintenance.

Methodology

Stratified Purpose sampling technique was followed to obtain a representative sample. A list of executives both from Operations, and simultaneously a list of non-executives both from operation maintenance was prepared from 22 metro stations and every second person from the list was selected. The questionnaires were administered personally to all the subject's associates and some of them who were working in different shifts were distributed the questionnaires through official channel. There were Certain tools which were used in the form of questionnaire and Scales developed by established researchers in the field of O.B and H.R to test the hypotheses. These tools and Scales have been briefly described here below:

Job Satisfaction Questionnaire

The test was developed and standardized by (Ojha,Hardeo-1987) on samples of factory workers and office clerks. It consists of 32 items representing eight different aspects of job satisfaction. There are equal number of negative and positive items. In case of positive item 'yes' is given score of '1' and "No"it is given a score of "O". The scoring is reversed for negative items. The scores range from 0 to 32 and high scores on the test indicates high job satisfaction. The split half and test retest reliabilities of the test as reported by the author are 0.87 and 0.80 respectively.

### Organizational Stress Questionnaire

This questionnaire was developed by Shailendra Singh in 1971. It is a 33-item questionnaire consisting of both positively and negatively keyed items in which each statement is rated on a 5-point scale from true to almost no extent, true to a very great extent. In all 10 dimensions were identified to measure the magnitude of job stress.

These are as follows:

1. **Lack of group cohesiveness** - A situation of stress where people do not stick together on group decisions (Alpha = 80)

2. **Role Conflict** – A situation of stress where contradictory demands are put on the role incumbent (Alpha = 81)

3. **Experience of inequity**– A situation of stress where incumbent feels that the compensation provided to him/her is not justified (Alpha = 90)

4. **Role ambiguity**– A situation of stress where incumbent is not clear about the requirement of the job (Alpha = 73)

5. **Role overload**– A situation of stress where incumbent feels that he is required to do too much within assigned time and resources (Alpha = 83)

6. **Lack of leadership support**– A situation of stress where incumbent perceives the role of leadership as passive and discouraging at a time he needs help (Alpha = 83)

7. **Constraints of change** - A situation of stress where incumbent experiences problems in coping with technological change as well as rigid rules and regulations. (Alpha=61)

8. **Job difficulty** - A situation of stress where incumbent feels that job is taxing his/her abilities. (Alpha=63)

9. **Job requirement capability mismatch** - A situation of stress where incumbent feels that his/her abilities are significantly different from the requirements of the job. (Alpha=60)

10. **Inadequacy of role authority**- A situation of stress where incumbent perceives that he is not provided with adequate amount of authority to discharge his/her responsibilities (Alpha=79)
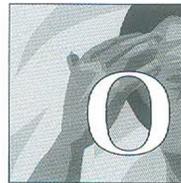
RGANIZATIONAL COMMITMENT INSTRUMENT

The instrument purports to measure OC defined as "The relative strength of an individual's identification with and involvement in a particular organization" (porter et. al, 1974,). It consists of 15 statements intended to tap the three characteristics of OC viz. (1) A strong belief in and acceptance of the organization goals and values; (2) A willingness to exert considerable effort on behalf of the organization and (3) A strong desire to maintain membership in the organization Out of 15, six of the statements are negatively phrased and reversely scored to reduce response bias. It employs a 7 point Likert- type response format with the following anchors. Strongly disagree, moderately disagree, slightly disagree, neither agree nor disagree, slightly agree,

moderately agree, strongly agree. The average of the scores for the 15 statements provides the index of OC, higher scores indicating stronger OC.

Summarizing the results of nine different studies in which the OCQ was used on a wide range of samples. OCQ has reasonably strong internal consistency and test retests reliability the convergent, discriminate and predictive validities were of an acceptable level. (P.243).

ERSONAL EFFICACY SCALE

This scale was developed to assess the personal efficacy of the individual by Prof. Ashok Pratap Singh and Dr. Patiraj Kumari. The responses were measured on a 5 point scale with 28 items comprising the scale. The item validity of the personal efficacy scale ranges from 0.21 to 0.54. The split half reliability of the scale was determined by Spearman Brown formula and it was found to be 0.72.

RGANIZATIONAL CULTURE QUESTIONNAIRE (REDDY, 1997)

This test was developed by K.P.Reddy in 1997. The purpose of this test was to measure the cultural variables of an organization and their impact on organizational structure and functioning. This test can be administered individually or in groups. It takes around 10 minutes to complete this test. The test measures five dimensions of culture, which are:

1. Dependency Proneness- Organizational culture is characterized by strong dependency norms and encourages a tendency in the employees to seek support and advice from their superiors even in situation, which do not warrant such learnings, expect similar behavior from their subordinates.

2. Power-Orientedness-Organizational culture that is characterized by favoritism, mistrust and imposing one's ideas on others.

3. Bureaucracy-Culture where employees are mainly concerned with following the laid down rules and procedures.

4. Close Supervision- Culture where supervisory style practiced is the one that is intended to check the mistakes of subordinates.

5. Centralized Risk Taking- Organization culture where all innovations and changes are initiated and/or approved by the top management only. The scoring of the test is done on 5-point scale. The test has high face

validity. Reliability for dependency norms is 0.84 and power- oriented ness is 0.79.

ORGANIZATIONAL CLIMATE QUESTIONNAIRE (SINGH, 1989)

This test was developed by Shailendra Singh in 1989 to measure the organizational climate. It was a 31 items questionnaire in which each statement was rated on 5-point scale. In all, 9 dimensions of organization climate were measured through this test. These dimensions are as follows:

1. Professional Help- A general attitude of cooperation towards and concern for each other to facilitate professional growth.

2. Formalization- A perception that organization has too many rules and that too of rigid nature, violation of which is dealt with severely.

3. Professional Management-A perception that organization follows a professional approach in management where merit and expertise of the people are recognized and suitably rewarded.

4. Organizational Risk Taking- A perception that organization has a tendency to encourage and implement new and creative ideas even if it involves some risk of failure.

5. Standardization- A perception that requirements of the job and procedure to handle the job are specified in advance.

6. People Orientation- A perception that organization has genuine faith in human relations and is concerned about feelings of its men and women.

7. Centralization- A perception that only higher authorities of the organization decide every thing about the organization, even the routine matters.

8. Formal Communication- A perception that communication procedures are more formal, documented, and through proper channel.

9. Concern for Welfare-A perception that union-management relations are cordial and management is interested in well being of its employees.

Standard alpha reliability was determined for all the 9 dimensions, which are as follows: Professional help (0.72),Formalization (0.84),Professional management (0.8), Organizational risk taking(0.88),Standardization(0.65), People orientation (0.76),Centralization(0.68),Formal

communication(0.59) and Concern for welfare(0.51). Content validity for the test was also established. It takes approximately 10 minutes to complete it and can be administered both individually and in group.

ESULTS & DISCUSSION

Pearson's correlation was applied to see the interrelationship between various dimensions of Culture, Stress, Job satisfaction Personal Efficacy and Commitment (Tables- 1, 2, 3 and 4) Regressions Table given on page number-26

The results show significant positive correlation between organizational risk taking and stress(table-1). The dimension of organizational risk taking has a significant positive effect on stress. It means that in order to stay ahead of the competition; employees are ready to take risks which is followed by the increased level of stress.. It also encourages general orientation towards risk taking. This situation is stressful to the employees.

A significant negative correlation was found between the dimension of power orientation and job satisfaction. (table-2). Here power orientation means setting high standards of performance and efficiency rather than loyalty to the management.

It was found that professional management and personal efficacy have a significant positive correlation. Professional management has a significant positive effect on personal efficacy (table-3). Here professional management refers to the fact that rewards and promotions are given on the basis of the merit of the candidate, knowledge and experience are highly valued, people are rewarded in proportion to their job performance. More they are rewarded for their good work more efficacious they become. "One of the sources of personal efficacy is emotional reversal, that is one may experience a low level of negative emotion in a threatening situation and as a result they feel capable of handling the situation (Bandura 1997) self-efficacy leads to effective problem solving followed

by increase in positive emotions (Bandura 1997, schwarzer1992). The results show(table-3) that welfare concern and dependency have significant positive correlation with personal efficacy" .As it is mentioned above that positive emotions lead to a feeling of heightened personal efficacy, it can be said that when people know that not only the employee but the employees families are also taken care of it gives rise to positive self concept. The results show that people prefer to depend upon the guidelines by their superiors and the decisions be taken at the top level and conveyed downwards, here superiors also strongly prefer that their sub-ordinates ask them for instructions and suggestions in order to minimize mistakes (Table – 3)

It is observed from the result that there is significant – positive effect of bureaucratic norms on commitment (Table – 4) It means people here prefer to work on the laid down rules and procedure. The performance of the officials is measured in the context of reliability and conformity of behavior to the rules. Adherence to the rules are rewarded more than following the organizational objectives and hence people feel more involved in their jobs. More clearly and vividly the procedures are laid down more committed the employees feel.

The results show that people orientation has a significant positive correlation with commitment and it has a significant positive effect on commitment By people orientation it is meant that trusting and familial relations are strongly valued. Here management emphasizes human factors (how people feel etc.) The thrust of the organization is on making people happy and getting results through dedication and participation of its people. Organizational risk taking has a significant positive correlation with commitment. It also has a significant positive effect on commitment. As we have seen that when the employees have been given set rules and procedures, they feel more committed. Here also when the employees are expected to come up with new and innovative ideas and are rewarded for the same, their commitment level goes high because they see their significant involvement in the organization.

Table- 1

Table Showing the Comprehensive Results on Reflected "R" Matrix of Organizational Culture and Personal Variables.

Independent variable	Dependent Variable			
Dimensions of Culture(OC)	Stress	Job Satisfaction	Commitment	Personal Efficacy.
1) Professional help	NS	NS	NS	NS
2) Formalization	NS	NS	NS	NS
3) Professional Management	NS	NS	NS	0.3257**
4) Organizational risk taking	03413**	NS	0.2709**	NS
5) Standardization	NS	NS	NS	NS
6) People Orientation	NS	NS	0.2256*	NS

7) Centralization	NS	NS	NS	NS
8) Format Communication	NS	NS	NS	NS
9) Welfare Concern	NS	NS	NS	0.3445**
10) Power orientedness	NS	-0.238**	NS	NS
11) Dependency	NS	NS	NS	0.2498*
12) Bureaucratic norms	NS	NS	NS	NS
13) Close Supervisor	NS	NS	NS	NS
14) Friendly Culture	NS	NS	NS	NS

* Significant at level .05

** Significant at level .01

REGRESSION TABLE

Table : 2
Determinants of stress of DMRC respondents (N=100)

Independent variables	Dependent variables		Stress
	Beta	Simple r	t-value
OC4 Organizational risk taking	0.23245**	0.3413**	2.578

Multiple R=.52686

R square = .27758

Table : 3
Determinants of Job Satisfaction of DMRC respondents (N=100)

Independent variables	Dependent variables		Job Satisfaction
	Beta	Simple r	t-value
OC10 Power orientedness	-0.30368**	-0.238**	3.456

Multiple R=.56907
R square = .32384

Table : 4
Determinants of Personal efficacy of DMRC respondents (N=100)

Independent variables	Dependent variables		Personal Efficacy
	Beta	Simple r	t-value
OC3- ProfessionalManagement	0.26392**	0.3257**	3.093
OC9 - Welfare Concern	0.20939*	0.3445**	2.345
OC11 - Dependency	0.17187*	0.2498*	2.003

Multiple R=.56844

R square = .32312

Table : 5
Determinants of Commitment of DMRC respondents (N=100)

Independent variables	Dependent variables		Commitment
	Beta	Simple r	t-value
OC6 People Orientation	0.24329**	0.2256*	2.87
OC4 Organizational risk taking	0.17295*	0.2709**	2.039
Multiple R=.62272			
R square = .38778			

* Significant at level .05

** Significant at level .01

REFERENCES

1   Bandura, A.(1997) "Self efficacy", The Exercise of Control New York, Freeman

2   Cooper, C.L. and J. Arbose.(1984) "Executive stress goes global", International Management. PP.42-48

3   Gross, E. and Etzioni, A. (1985) "Organization in society", Englewood cliffs, N.J Prentice- hall.

4   Ganesh, M.P.(2006) "The ICFAI" , Journal of Organizational behaviour. PP 49.

5   Kassahun, T.(2005) "Level of Organizational Commitment", Its correlates and   predictors, Indian journal of industrial relations, vol. 41, No.1. PP. 2930.

6   Kumari.P.and Singh,A.P(1985) "Personal efficacy scale"

7   Lather and Balian .(2001) "A Study of Job Satisfaction in relation to value   system among managers", Delhi Business Review, vol-2 No-2. PP. 77

8   Ojha,Hardeo. (1987) "Job satisfaction Questionnaire"

9   Punia,B.K. and Luxmi (2005) "Organizational culture in service sector-An exploration", Delhi Business Review, An International Journal for Human Transformation & Research, vol.6 No.1, PP.45-46.

10 Porter et. Al. (1974). "Organizational commitment instrument"

11 Poster,L.W.(1974) Steers, R.M. Moway, R.T. & Baulian, P.V. "Organizational commitment, Job Satisfaction and turnover among Psychiatric technicians", Journal of applied Psychology,Vol-19,PP 475-479

12 Randhawa G. (2004) Self-efficacy and work performance" , An empirical study. Indian Journal of industrial Relations,vol.39, No. 3, PP 336-337

13 Randall, M.Donna.(1987) "Academy of management Review", vol.12,   No..3,PP 460.

14 Reddy K.P.(1997) "Organizational culture Questionnaire".

15 Singh, S. (1971) "Organizational stress questionnaire".

16 Singh,S. (1989) "Organizational Climate Questionnaire"

17 Straw, B.M. and Ross J.(1985) "Stability in the midst of change", A dispositional   approach to job attitudes. Journal of Applied Psychology, 70, PP. 469-480.