RELATIONSHIPS BETWEEN LIKERT'S PROFILE OF
ORGANIZATIONAL CHARACTERISTICS AND GENERAL JOB SATISFACTION

by

Margaret K. McGlasson

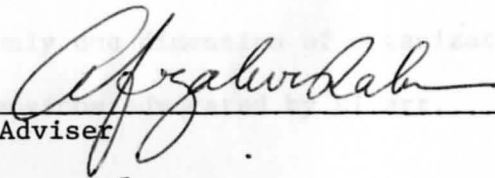Submitted in Partial Fulfillment of the Requirements
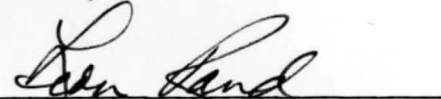
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ABSTRACT

RELATIONSHIPS BETWEEN LIKERT'S PROFILE OF
ORGANIZATIONAL CHARACTERISTICS AND GENERAL JOB SATISFACTION

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The relationships between general job satisfaction and organizational climate variables—control, leadership, motivation, communication, interaction-influence, decision-making, and goal setting—were studied among 207 (mainly part-time) undergraduate and graduate business students from Youngstown State University, who had jobs. The results indicated that organizational climate has a positive effect on job satisfaction. But, the study also indicated that Likert's questionnaire measured only one dimension of organizational climate instead of the seven dimensions advocated by Likert.

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The author wishes to express special appreciation to her husband, Bill, for his never-ending encouragement and support throughout her academic career.

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CHAPTER I

INTRODUCTION

There has been considerable research during the last decade
concerning the relationship between job satisfaction and organizational
climate (e.g., Downey, Hellriegel, Phelps and Slocum; Downey, Hellriegel
and Slocum; Friedlander and Margulies; Johannesson; Lafollette and Sims;
Lawler, Hall and Oldham; and Litwin and Stringer).[1] The concept of
organizational climate illustrates a common dilemma in efforts to
describe and understand human behavior. The problem is primarily one
of operationalizing a concept in order to measure it reliably and validly.
As evidenced by the research in the area, considerable agreement exists
that organizational climate is a meaningful concept--one which has
important implications for understanding human behavior in organizations.

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[1]H. K. Downey, D. Hellriegel, M. Phelps, & J. W. Slocum.
"Organizational Climate and Job Satisfaction, A Comparative Analysis."
Journal of Business Research, 1974, 2, 233-248; H. K. Downey, D. Hell-
riegel, & J. W. Slocum. "Congruence Between Individual Needs, Organizational
Climate, Job Satisfaction and Performance." Academy of Management Journal,
1975, 18, 149-155; F. Friedlander & N. Margulies, "Multiple Impacts of
Organizational Climate and Individual Value Systems Upon Job Satisfaction."
Personnel Psychology, 1969, 22, 171-183; R. E. Johannesson, "Some Problems
in the Measurement of Organizational Climate," Organizational Behavior
and Human Performance, 1973, 10, 118-144; W. R. Lafollette & H. P. Sims,
Jr., "Is Satisfaction Redundant With Organizational Climate?" Organiza-
tional Behavior and Human Performance, 1975, 13, 257-278; E. E. Lawler,
D. T. Hall, & G. R. Oldham, "Organizational Climate: Relationship to
Organizational Structure, Process, and Performance," Organizational
Behavior and Human Performance, 1974, 11, 139-155; G. H. Litwin & R. A.
Stringer, Motivation and Organizational Climate (Boston: Harvard
University Press, 1968), pp. 1-214.

Likewise, job satisfaction is a popular concept in industrial and organizational psychology. Locke defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences."[2] This definition highlights one of the major questions addressed in job satisfaction research: Under what conditions does a positive or negative state arise? Or, precisely, what is the organizational climate which leads to the greatest job satisfaction?

The objective of this study was to explore the relationships between these organizational climate variables and general job satisfaction. This study investigated the effects of organizational climate, specifically, Likert's profile of organizational characteristics; i.e., leadership, motivation, communication, interaction-influence, decision-making, goal setting, and control, on job satisfaction.[3] The hypothesis tested was: The more favorable the organizational climate, the greater the job satisfaction. Therefore, the seven dimensions (leadership, motivation, communication, interaction-influence, decision-making, goal setting, and control) which Likert feels are key ingredients of organizational climate should correlate positively with job satisfaction.[4]

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[2]E. A. Locke, "The Nature and Causes of Job Satisfaction." In M. Dunnette (Ed.), Handbook of Industrial and Organizational Psychology (Chicago: Rand McNally, 1976), p. 300.

[3]R. Likert, Human Organization: Its Management and Value (New York: McGraw-Hill, 1967), pp. 1-258.

[4]Likert, Human Organization, p. 31.

Organizational Climate

Although there are numerous theoretical papers and empirical studies on the topic of organizational climate, there appears to be no one specific definition of the construct according to Howe and Gavin.[5] Some of the definitions of organizational climate are as follows:

> Hellriegel and Slocum: . . .organizational climate refers to a set of attributes which can be perceived about a particular organization and/or its subsystems, and that may be induced from the way that organization and/or its subsystems deal with their members and environment.[6]

> Litwin: . . .organizational climate is the quality or property of the organizational environment that (a) is perceived or experienced by organization members and (b) influences their behavior.[7]

> Moos: . . .the consensus of individuals characterizing an environment. . .[8]

> Pritchard and Karasick: . . .relatively enduring quality of an organization's internal environment distinguishing it from other organizations; (a) which results from the behavior and policies of members of the organization, especially top management; (b) which is perceived by members of the organizations; (c) which serves as a basis for interpreting the situation; and (d) acts as a source of pressure for directing activity.[9]

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[5]J. G. Gavin and J. F. Howe, "Organizational Climate: A Review and Delineation," Technical Report No. 74-02, Colorado State University, 1974.

[6]D. Hellriegel and J. W. Slocum, "Organizational Climate: Measures, Research and Contingencies, " Academy of Management Journal, 1974, 17, p. 256.

[7]G. H. Litwin, "Climate and Motivation: An Experimental Study," In R. Tagiuri and G. H. Litwin (eds.) Organizational Climate: Explorations of a Concept (Boston: Harvard University Press, 1968), p. 171.

[8]R. H. Moos, Military Company Environment Inventory Manual (Palo Alto, California: Stanford University, Department of Psychiatry, Social Ecology Laboratory, 1973), p. 2.

[9]R. D. Pritchard and B. W. Karasick, "The Effects of Organizational Climate on Managerial Job Performance and Job Satisfaction," Organizational Behavior and Human Performance, 1973, 9, p. 126.

Tagiuri and Litwin: . . .the idea of perceived environmental
quality.[10]

Evan: . . .organizational climate is a multidimensional
perception of the essential attributes or character of an organizational system.[11]

As illustrated above, organizational climate, an element of organizational environment, is a construct that distinguishes among organizations. For example, James and Jones offered a distinction between "psychological climate" and "organizational climate," concepts which differ as a function both of the level of explanation employed and of the focus of measurement.[12] According to James and Jones, organizational climate refers to attributes of an organization, a situational description, measured via perceptual means. Psychological climate, on the other hand, refers to attributes of an individual, a personalistic evaluation of events based upon the interaction between actual events and the perception of those events. Therefore, the unit of analysis in "organizational climate" is the organization, while the unit of analysis in "psychological climate" is the individual.[13] However, Schneider has commented that in many instruments designed to measure "organizational climate," the unit of analysis is actually the individual and not the organization.[14]

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[10]R. Tagiuri and G. H. Litwin, Organizational Climate: Explorations of a Concept (Boston: Harvard University Press, 1968), p. 1.

[11]W. M. Evan, "A Systems Model of Organizational Climate," In R. Tagiuri and G. H. Litwin (Eds.), Organizational Climate: Explorations of a Concept (Boston: Harvard University Press, 1968), p. 110.

[12]L. R. James and A. P. Jones, "Organizational Climate: A Review of Theory and Research," Psychological Bulletin, 1974, 81, pp. 1096-1112.

[13]James and Jones, pp. 1096-1112.

[14]B. Schneider, "Some Relationships Between Job Satisfaction and Organizational Climate," Journal of Applied Psychology, 1975, 60, pp. 318-328.

According to Woodman and King, the climate of a particular organization, while certainly not unchanging, nevertheless has an air of permanence or at least some continuity over time.[15] Climate is external to the individual, yet cognitively, the climate is internal to the extent that it is affected by individual perceptions. Climate is reality-based and thus is capable of being shared in the sense that observers or participants may agree upon the climate of an organization or group, although this consensus may be constrained by individual differences in perceptions. This "commonality of perceptions" is considered by some to differentiate climate from other organizational variables such as satisfaction. The climate of an organization potentially impacts the behavior of people in the system.[16]

Job Satisfaction

Since job satisfaction is defined as the way an employee feels about his or her job, job satisfaction is a generalized attitude toward the job based on evaluation of different aspects of the job which include pay, working conditions, supervision, co-workers, job content, job security, and promotion opportunity. In effect, an employee can be assumed to have a component attitude toward each of these aspects of his or her job as well as a composite attitude about the job as a whole.

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[15]R. W. Woodman and D. C. King, "Organizational Climate: Science or Folklore?", <u>Academy of Management Review</u>, 1978, 3, p. 818.

[16]Woodman and King, p. 818.

Other definitions of job satisfaction are as follows:

Smith, Kendall and Hulin: Job satisfactions are feelings or affective responses to facets of the situation.[17]

Locke: . . .as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.[18]

Maslow: . . .job satisfaction represents an individual's reaction to his work and work environment, factors both intrinsic and extrinsic to work are important to the satisfaction of employees on the job. Pay and good working conditions are necessary. But, equally important are favorable work related behavioral environments.[19]

When one looks at job satisfaction from the perspective of the above definitions, job satisfaction is the favorableness or unfavorableness with which employees view their work. It results when there is a fit between job characteristics and the wants of employees. It expresses the amount of congruence between one's expectations of the job and the rewards that the job provides. Since job satisfaction involves expectations compared with rewards, it relates to equity theory (i.e., feelings of fairness about the rewards received from the organization) and the conditions of each employee's psychological involvement with the system.

Job satisfaction may refer to either a person or a group. An Administrator can say either "Mary Smith has high job satisfaction" or "Department C has high job satisfaction." In addition, job satisfaction

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[17]P. C. Smith, L. M. Kendall and C. L. Hulin, The Measurement of Satisfaction in Work and Retirement (Chicago: Rand-McNally, 1969), p. 6.

[18]Locke, p. 300.

[19]A. Maslow, "A Theory of Human Motivation, " Psychological Review, 1943, 50, p. 310.

can apply to parts of an individual's job. For example, although Mary

Smith's general job satisfaction may be high, she may be dissatisfied

with her vacation plan. In the same way that health is important because

it represents general physical conditions, job satisfaction is important

because it represents general human conditions. It requires attention,

diagnosis, and treatment, just as health does.

Job satisfaction can be more accurately interpreted in terms of

the general emotional tone of employees. Some employees, for example, may

be very satisfied with their home and community life, but they think their

jobs are average. In this instance their job satisfaction is relatively

low because it is below their other satisfactions. Other employees may be

loaded with home and community dissatisfactions, but they also feel that

their jobs are average. This means that their job satisfaction is

relatively high. In order to relate general emotional tone specifically

to job satisfaction, some organizations survey both job satisfaction and

life satisfaction so that the two conditions may be compared. Job satis-

faction and life satisfaction are often closely related--one spills over

to the other.

Organizational Climate and Job Satisfaction

Based on the findings of a study of the relationship between

job satisfaction and organizational climate, Schneider and Snyder

emphasized the need for differentiating job satisfaction and organizational

climate.[20] Their definition of job satisfaction and climate is:

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[20]B. Schneider and R. A. Snyder, "Some Relationships Between Job
Satisfaction and Organizational Climate," Journal of Applied Psychology,
1975, 60, pp. 318-328.

Job satisfaction is conceptualized as an affective response
of individuals which is reflected in the evaluation employees
make of all the individually salient aspects of their job and
the organization for which they work.[21]

Organizational climate is conceptualized as a characteristic
of organizations which is reflected in the descriptions employees
make of the policies, practices, and conditions which exist in the
work environment.[22]

Therefore, empirical distinction between the concepts of satisfaction and

climate is possible if (a) both variables are properly conceptualized and

(b) each variable is assessed according to an appropriate level of

analysis.

However, some studies often include satisfaction as a dimension of

climate. Schneider and Bartlett and Schneider, for example, had an item

they labeled "general satisfaction" in their organizational climate

instrument.[23] These authors as well as some other prominent researchers

have failed to distinguish climate from the more established concept of

job satisfaction. In a later work, Schneider verbalized the need to

distinguish between organizational climate and satisfaction. He stated that

climate is more objective whereas satisfaction is more subjective.[24]

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[21]Schneider and Snyder, p. 326.

[22]Schneider and Snyder, p. 318.

[23]B. Schneider and C. J. Bartlett, "Individual Differences and
Organizational Climate: I. The Research Plan and Questionnaire Develop-
ment," Personnel Psychology, 1968, 21, pp. 323-333; B. Schneider and C. J.
Bartlett, "Individual Differences and Organizational Climate: II. Measure-
ment of Organizational Climate by the Multi-Trait, Multi-Rater Matrix,"
Personnel Psychology, 1970, 23, pp. 493-512; B. Schneider, "Organizational
Climate: Individual Preferences and Organizational Realities," Journal of
Applied Psychology, 1972, 56, pp. 211-217.

[24]B. Schneider, "The Perceived Environment: Organizational Climate,"
Paper presented at Midwestern Psychological Association, May, 1973.

Pritchard and Karasick compared the organizational climate perceptions of 46 managers from a national franchising chain (Company A) with those of 30 managers from a manufacturing company (Company B).[25] The climate instrument had 22 a priori scales with five items each. Results were reported for only 11 of the climate scales. Pritchard and Karasick hypothesized that seven of these scales would differ significantly between the two organizations. Five of the scales (achievement; flexibility and innovation; performance-reward dependency; decision centralization; and status polarization) did differ as was expected; however, two scales (social relations and structure) did not differ significantly between the two organizations.[26]

The study of Pritchard and Karasick mentioned above measured employee satisfaction by the Minnesota Satisfaction Questionnaire.[27] One of the five organizational climate factors (structure) that significantly differed among the five organizational subunits of Company A correlated positively with mean satisfaction. When each subunit was examined separately all but one of the eleven climate factors (autonomy) significantly correlated with satisfaction. The climate factors of conflict vs. cooperation, social relations, structure, level of rewards, performance-reward dependency, achievement, status polarization, flexibility and innovation, decision centralization, and supportiveness all correlated positively with satisfaction.[28]

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[25]R. D. Pritchard and B. W. Karasick, "The Effects of Organizational Climate on Managerial Job Performance and Job Satisfaction," Organizational Behavior and Human Performance, 1973, 9, pp. 126-146.

[26]Pritchard and Karasick, pp. 126-146.

[27]D. J. Weiss, R. V. Dawis, G. W. England, & L. H. Lofquist, Manual for the Minnesota Satisfaction Questionnaire; Minnesota Studies in Vocational Rehabilitation, Vocational Psychology Research, University of Minnesota, 1967, pp. 1-20.

[28]Pritchard and Karasick, pp. 126-146.

Friedlander and Margulies examined the relationship of organizational climate with job satisfaction as affected by employee values.[29] Ninety-five employees of an electronics industry answered 16 items dealing with three dimensions of job satisfaction and 16 similar items related to the importance of the satisfaction variables. Organizational climate was measured by 64 items grouped into eight dimensions. The three dimensions of job satisfaction (interpersonal relationships; task-involved self realization; and recognizable signs of advancement) correlated negatively with the climate dimensions of disengagement, and positively with hindrance, esprit, intimacy, trust and consideration. Aloofness and production emphasis did not significantly correlate with satisfaction. Multiple correlations of .54, .63, and .73 were obtained by stepwise multiple regression of the climate dimensions with the above three dimensions of satisfaction. The high multiple correlations of the dimensions of organizational climate with satisfaction were different for employees who were high on the importance of the satisfaction dimensions compared with those employees who were low.[30]

Schneider reported the correlations of six organizational climate factors with two measures of job satisfaction.[31] The sample was 522 employees from insurance agencies. Almost all of the 48 correlations

[29]F. Friedlander and N. Margulies, "Multiple Impacts of Organizational Climate and Individual Value Systems Upon Job Satisfaction," Personnel Psychology, 1969, 22, pp. 171-183.

[30]Friedlander and Margulies, pp. 171-183.

[31]B. Schneider, "The Perceived Environment: Organizational Climate," Paper presented at Midwestern Psychological Association, May, 1973, pp. 1-55.

between the organizational climate factors and the job satisfaction scales were significant. Schneider points out that the climate instrument was developed by factor analyzing responses of 143 managers from different agencies and therefore measures "...perceptions of different organizations rather than differences in the same organization."[32] He states that dimensions of climate developed in this manner seldom correlate greater than .50 with satisfaction, whereas, when developed within one organization the correlation can be .70 or greater.[33]

Korman, Greenhaus, and Gavin obtained responses of 258 airline employees on 108 items of organizational climate which were reduced to seven factors.[34] The respondents also completed a 61 item, five factor satisfaction instrument and one "overall satisfaction" item. Results showed that all the organizational climate dimensions, such as friendliness and pride; openness of structure and efficiency of methods, etc., correlated significantly with overall job satisfaction; satisfaction with management; satisfaction with interdepartment relations; satisfaction with social relations; satisfaction with work itself; and satisfaction with working conditions. When the sample was dichotomized on tenure, results showed that the correlations of climate and satisfaction were almost always higher for the high tenure subsample.[35]

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[32]Schneider, "The Perceived Environment: Organizational Climate," p. 14.

[33]Schneider, "The Perceived Environment: Organizational Climate," pp. 1-55.

[34]A. K. Korman, J. H. Greenhaus, and J. F. Gavin, "Work Perceptions, Organizational Tenure and Job Attitudes," Working Paper, Baruch College, 1973, pp. 1-65.

[35]Korman, Greenhaus, and Gavin, p. 45.

Gavin and Howe obtained responses from 154 bank managers
(Organization A), 184 manufacturing managers (Organization B), 257 air-
line managers (Organization C), and another 209 airline managers
(Organization D).[36] Within each organization the managers were classified
as top, middle, or lower-level managers. A 106 item organizational
climate instrument was used. Each manager's responses were converted
into six factor scores from a factor solution determined in a previous
study by Gavin and Hodapp.[37]

Data were also collected on general satisfaction. With each of
the four samples, at least some of the six organizational climate
dimensions correlated significantly with general satisfaction. Within
each of the four samples, the multiple correlations of six climate factors
with the general satisfaction measure ranged from .56 to .73. When each
of the four samples was stratified by three levels of management, there
did not seem to be a consistent linear relationship across management
levels.[38]

A study by Litwin and Stringer concerned experimental manipulation
conducted with students who were hired for a study of "competitive business
organizations."[39] About 48 hours were spent by each participant over

[36]J. F. Gavin and J. G. Howe, "Perceived Organizational Climate:
Some Theoretical and Empirical Considerations, " Working paper, Colorado
State University, 1973.

[37]J. G. Gavin and R. P. Hodapp, "The Measurement of Organizational
Climate: Toward a Taxonomy of Climate Dimensions," Paper presented at the
Rocky Mountain Psychological Association, Las Vegas, Nevada, 1973.

[38]Gavin and Howe, "Perceived Organizational Climate: Some Theoretical
and Empirical Considerations."

[39]G. H. Litwin and R. A. Stringer, Motivation and Organizational
Climate (Boston: Harvard University Press, 1968), pp. 1-214.

eight work days building erector set models in one of three simulated

organizations. Organization A had a high emphasis on n power, Organiza-

tion B had a high emphasis on n affiliation, and Organization C had a

high emphasis on n achievement. Each organization consisted of 15 subjects

and a president. The climate instrument developed by Litwin and Stringer,

which had six a priori scales (structure, responsibility, risk, reward,

warmth and support, and conflict), was compiled by the subjects after the

experiment.[40]

Litwin and Stringer also measured satisfaction in their study

as an outcome of the experimental manipulation. Results showed that

Organization B (high emphasis on n affiliation) had the highest mean value

on the question: "How satisfying has your job and your participation

been?" Organization C (high emphasis on n achievement) was next highest

on mean satisfaction, and Organizational A (high emphasis on n power) was

much lower than the other two organizations on satisfaction.[41]

In 1966, Litwin and Stringer created three simulated firms to

compete in a realistic and competitive industrial market. Three different

climates were created: (1) an authoritarian-structured business; (2) a

democratic-friendly business; and (3) an achieving business.[42] The

differing orientation of the "president" of each firm was the means by

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[40,41]G. H. Litwin and R. A. Stringer, Motivation and Organizational Climate (Boston: Harvard University Press, 1968), pp. 1-214.

[42]G. Litwin and R. Stringer, "The Influence of Organizational Climate on Human Motivation," Paper presented at a conference on organizational climate; Foundation for Research on Human Behavior, Ann Arbor, 1966.

which the three climates were created. A significant feature of the study was the marked effect different leadership styles had in creating distinct organizational climates. The climates, once created, had significant effects on participants. Subjects in the achieving climate produced the most, but the democratic-friendly climate resulted in the highest level of work satisfaction.[43]

Schneider and Snyder investigated the relationships among two measures of job satisfaction, one measure of organizational climate, and seven production and turnover indexes of organizational effectiveness in 50 life insurance agencies (N = 522). It was found that (1) climate and satisfaction measures are correlated for people in some positions in the agencies but not for others; (2) people agree more on the climate of their agency than they do on their satisfaction; (3) neither satisfaction nor climate are strongly correlated with production data; and (4) satisfaction, but not climate, is correlated with turnover data.[44] As discussed previously, these authors argue that a logical and empirical distinction between the concepts of satisfaction and climate is possible if both variables are properly conceptualized and each variable is assessed according to an appropriate level of analysis. Neither of these conditions have been particularly well met by previous investigations.

[43]G. Litwin and R. Stringer, "The Influence of Organizational Climate on Human Motivation," Paper presented at a conference on organizational climate; Foundation for Research on Human Behavior, Ann Arbor, 1966.

[44]B. Schneider and R. A. Snyder, "Some Relationships Between Job Satisfaction and Organizational Climate," Journal of Applied Psychology, 1975, 60, pp. 318-328.

The purpose of a study by Churchill, Ford and Walker was to examine the impact of several perceived organizational climate variables (i.e., autonomy, structure, reward orientation, and interpersonal relationships) on the job satisfaction of a cross-section of industrial salesmen.[45] To gain greater insight into how climate affects salesmen's feelings about their jobs, the relationships between each climate variable and each of seven components (job itself, fellow workers, supervision, company policies and support, pay, promotion and advance, and customers) were also examined. Finally, the managerial implications of the findings were explored and actions that might lead to improvements in salesforce morale were discussed.

One conclusion suggested by Churchill et al. was that organizational climate is an important determinant of salesforce morale. More than 40% of the variation in total job satisfaction among salesmen was explained by the seven climate variables examined, even when the effects of time on the job were excluded. Thus, the sales manager who is concerned with the job satisfaction of his salesforce should pay as much attention to the general manner in which company policies and practices are developed, administered, and controlled as he does to his salesmen's feelings about the specific policies and practices themselves.[46]

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[45]G. A. Churchill, Jr., N. M. Ford, and O. C. Walker, Jr., "Organizational Climate and Job Satisfaction in the Salesforce," Journal of Marketing Research, 1976, 13, pp. 323-32.

[46]Churchill, Ford, and Walker, pp. 323-32.

Organizational Climate: Likert's Four Systems

Rensis Likert proposed four systems of management.[47] The four
systems are as follows:

      System 1: Exploitive-authoritative

      System 2: Benevolent-authoritative

      System 3: Consultative

      System 4: Participative-group

System 1 management is described as "exploitive-authoritative";
these managers are highly autocratic, have little trust in subordinates,
motivate people through fear and punishment with occasional rewards,
engage in downward communication, limit decision-making to the top, and
display similar characteristics.

System 2 management is called "benevolent-authoritative"; these
managers have a condescending confidence and trust in subordinates,
motivate with rewards and some fear and punishment, permit some upward
communication, solicit some ideas and opinions from subordinates, and
allow some delegation of decision-making but with close policy control.

System 3 management is referred to as "consultative"; the
"consultative" managers have substantial but not complete confidence
and trust in subordinates, usually try to make constructive use of
subordinates' ideas and opinions, engage in communication flow both down
and up, make broad policy and general decisions at the top with specific
decisions at lower levels, and act consultatively in other ways.

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[47]R. Likert, Human Organization: Its Management and Value (New
York: McGraw-Hill, 1967), pp. 1-258.

Likert saw System 4 management as the most participative of all and referred to it as "participative-group." System 4 managers have complete trust and confidence in subordinates in all matters, always get ideas and opinions from subordinates and constructively use them, give economic rewards on the basis of group participation and involvement in such areas as setting goals and appraising progress toward goals, engage in much communication down and up and with peers, encourage decision-making throughout the organization and otherwise operate with themselves and their subordinates as a group.[48]

Likert's four systems of management are composed of seven dimensions, which Likert feels are key ingredients of organizational climate. The seven dimensions are leadership, motivation, communication, interaction-influence, decision-making, goal setting and control. The seven dimensions of climate represent the worker's perception of his objective work situation, including the characteristics of the organization he/she works for and the nature of his/her relationships with other people while doing his/her job. Thus, the dimensions can either cause or moderate the worker's affective evaluations and attitudes concerning his job and his work environment (i.e., job satisfaction).

The questionnaire for measuring the various dimensions of organizational climate contained 49 items. The instrument required the respondents to rank each item on a scale of 1 through 20 for all 49 items. A check mark was placed by the subject at the scale which, in his/her experience, described his/her organization at the present time. The

[48]R. Likert, Human Organization: Its Management and Value (New York: McGraw-Hill, 1967), pp. 1-258.

results were then tabulated (averaged for each category) and placed in Likert's appropriate organizational climate category. If the mean for the scale were between 1 and 5, the climate would be System 1 (exploitive-authoritative); if it were between 6 and 10, the climate would be System 2 (benevolent-authoritative); if it were between 11 and 15, the climate would be System 3 (consultative); and if it were between 16 and 20, the climate would be System 4 (participative group).

Likert found that those managers who applied the System 4 approach to their operations had the greatest success as leaders. He sees the effective manager as strongly oriented to subordinates, relying on communication to keep all parties working as a unit. All members of the group, including the manager or leader, adopt a supportive relationship in which they feel a genuine common interest in terms of needs, values, aspirations, goals, and expectations. Since it appeals to human motivations, Likert sees this approach as the most effective way to lead a group.[49]

In a recent study by Dowling, the organizational climate of the General Motors' plant in Lakewood, Georgia, was measured by Likert's Organizational Profile Characteristics.[50] From these data, it was possible to prepare a profile of organizational characteristics and to identify the organization as being System 1, System 2, System 3, System 4--or somewhere in between. The scores for Lakewood were based on a survey of all salaried

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[49]Likert, Human Organization, pp. 1-258.

[50]W. F. Dowling, "System 4 Builds Performance and Profits," Organization Dynamics, 1975, 3, pp. 23-37; Likert, Human Organization, pp. 4-10.

employees and 15 percent of the hourly employees. In addition to the general scores, each manager received a profile that reflected his own leadership style as perceived by his immediate subordinates. The overall scores and the individual profiles both indicated that Lakewood was roughly a System 2 operation.

In order to move the Lakewood Plant towards a System 4 organization, a coordinated effort was launched involving a variety of projects at the GM plant. For example, one of the most critical requirements was to solidify the Lakewood management team behind a "modern" approach to managing the human organization--one based on increased involvement and innovative thinking about the management-employee relationship. A basic theory in the Lakewood program was that the "informed employee is the involved employee." Training sessions were held for staff members and then for the rest of the supervisory force. Mutual understanding, trust, and teamwork were stressed. Special emphasis also was given to improving the effectiveness of all supervisors in such key areas as communication, goal setting, and team building. Using the foregoing techniques, within three years, this GM Lakewood plant was transformed from a disaster area into a "sweetheart operation," with one of the best efficiency records (i.e., productivity improved and costs decreased) in the entire General Motors' Assembly Division. Likert cautions that the results achieved at Lakewood are atypical. For example, it took one able manager four and a half years in a GM plant similar to Lakewood before improvements began to show in production, costs, and profits. Two to three years are not uncommon.[51]

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[51]W. F. Dowling, "System 4 Builds Performance and Profits," Organization Dynamics, 1975, 3, pp. 23-37.

Another company which implemented Likert's "systems approach" was Lever Brothers.[52] Lever's program initially was on a limited basis in its central sales region, one of five geographical regions into which the sales organization is divided. The reasoning was that if the program worked it would be extended to the other regions. For purposes of the experiment, the central sales region was split into three units which were called Unit L, Unit M and Unit H. All the managers in the region at three levels--regional managers, district managers, and area managers and their salesmen--took the survey (climate measured by Likert's Organizational Profile Characteristics) more or less simultaneously.[53] The results showed that the organization was a System 2, which was fed back to the participants.

Following the survey, a consultant from the Institute of Social Research (ISR) at the University of Michigan was hired to counsel and guide each unit (L, M, and H) to move toward System 4 management. With varying amounts of counselling and feedback to the participants of each unit, the respective units (L, M, and H), showed varying degrees of difference. Unit H having received the most counselling and guidance moved further toward System 4 than either Units L or M. A year after the implementation of the "survey feedback approach," Lever Brothers moved from a System 2 to a System 3.5, and the program was gradually extended to all five sales regions in Lever Brothers. Interestingly,

[52]"At Lever Brothers--Sales Moves Toward System 4," Organization Dynamics, 1973, 9, pp. 50-66.

[53]Likert, Human Organization, pp. 4-10.

Harris Ivers, the corporate manager of manpower and development at Lever

Brothers Company, believes that "System 4 is a textbook goal, and that's

about the only place you're going to find it." Thus, the System 3.5

attained at Lever Brothers is the ultimate attainable goal, according to

Ivers.[54]

In general, the relationship between the four management systems

and job satisfaction can be explained as follows. As previously

established, the ideal state of the organization--at least, it's most

nearly ideal of the four, according to Likert--is identified as System 4.[55]

And, by ideal, Likert means organization performance or effectiveness

defined in both humanistic terms--maximum employee satisfaction and

morale--and the traditional business criteria of performance--maximum

output and earnings. Once the climate of the organization has been

measured, Likert identifies three sets of variables: (1) causal variables--

factors controlled by managers, such as organizational climate and

leadership behavior; (2) intervening variables--communications, control,

decision-making, and motivation; and (3) end-result variables--factors

such as productivity, costs, profits, and job satisfaction. Likert

insists that the only way to affect either employee attitudes or

organizational success is to work on managerial behavior (i.e., a causal

variable such as organizational climate), and that it is a waste of

effort to attack either the intervening or end-result variables.

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[54]"At Lever Brothers--Sales Moves Toward System 4," Organization
Dynamics, 1973, 9, pp. 50-66.

[55]Likert, Human Organization, pp. 4-10.

CHAPTER II

METHOD

Instruments

The Organizational Variables Questionnaire (Appendix A) designed
by Likert and Likert was used to measure the dimensions of organizational
climate, such as, leadership, motivation, communication, interaction-
influence, decision-making, goal setting, and control.[56] Likert used a
20-point scale in the original questionnaire.[57] In this study an 8-point
scale was used.[58]

The questionnaire contained 49 items for measuring the various
dimensions of organizational climate. The instrument required the
respondents to rank each item on a scale of 1 through 8 for all 49 items.
A check mark was placed by the subject at the scale which, in his/her
experience described his/her organization at the present time. The
results were then tabulated (averaged for each category) and placed in
Likert's appropriate organizational climate category.

According to Likert and Likert, if the mean for all the 49
variables were between 1 and 2, the climate would be System 1 (exploitive-
authoritative; if it were between 3 and 4, the climate would be System 2

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[56]R. Likert and J. G. Likert, New Ways of Managing Conflict (New
York: McGraw-Hill, 1976), pp. 1-375.

[57]Likert, Human Organization, pp. 4-10.

[58]Likert and Likert, New Ways of Managing Conflict, pp. 1-375.

(benevolent-authoritative); if it were between 5 and 6, the climate would
be System 3 (consultative); and if it were between 7 and 8, the climate
would be System 4 (participation group).[59]

Job satisfaction was measured by using the Job Satisfaction Index
(Appendix B) designed by Brayfield and Rothe.[60] The Job Satisfaction
Index contained 18 items. The subjects ranked each item on a 5-point
Likert scale. A scale of one represented minimum satisfaction and a
scale of five represented maximum job satisfaction. An index of job
satisfaction was constructed by adding the responses to the 18 items and
dividing it by 18.

Sample

Data for this study were collected from 207 (mainly part-time)
undergraduate and graduate business students, from Youngstown State
University, who had jobs.[61] The questionnaires were distributed to the
students in their management classes.

Design and Analysis

It was decided to perform a multiple regression analysis with
Likert's seven organizational climate dimensions as independent variables
and job satisfaction as the dependent variable. The indices of the seven

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[59]Likert and Likert, New Ways of Managing Conflict, pp. 1-375.

[60]A. Brayfield and H. F. Rothe, "An Index of Job Satisfaction,"
Journal of Applied Psychology, 1951, 35, pp. 307-311.

[61]The data were taken from the data file maintained by Dr. Afzalur
Rahim, Management Department, Youngstown State University, Youngstown,
Ohio.

dimensions were constructed by adding the variable values and dividing the total by the number of variables, minus missing values. The regression analysis requires that the independent variables are <u>not</u> highly correlated with each other. In order to determine if the seven variables were significantly interrelated, a correlation matrix was prepared for the seven independent variables and it was found that the correlations among the independent variables ranged from a low of .71 to a high of .85. Due to the multicollinearity problem, it was decided not to run the regression analysis.

A factor analysis was then performed to determine whether there were some independent dimensions of organizational climate among the 49 items. The factoring method used was principal factoring with iteration.[62] The varimax method was used to obtain the desired factors. The selection of items in each factor was based upon the criterion: factor loadings $\geq$ .50. The selection of a factor was based upon the criterion: eigenvalue $\geq$ 1.00. The factor analysis extracted six factors but only four factors, whose eignvalues were $\geq$ 1.00, were selected for further analysis. Factors 1, 2, 3, and 4 had eigenvalues of 24.57, 1.68, 1.27, and 1.05, respectively. The indices of the four factors were constructed by adding the responses of the subjects to the items relating to a factor whose factor loadings were $\geq$ .50 and dividing the total by the number of these items.

[62]N. H. Nie, C. H. Hull, J. G. Jenkins, K. Steinbrenner, and D. J. Bent, <u>Statistical Package for the Social Sciences</u> (New York: McGraw-Hill, 1975), p. 480.

A correlation matrix was prepared with these four factor indices and the index of job satisfaction. The results are reported in Table 1.

TABLE 1

CORRELATION MATRIX OF FOUR FACTORS OF ORGANIZATIONAL
CLIMATE AND JOB SATISFACTION

	Job Satisfaction	Factor 1	Factor 2	Factor 3	Factor 4
Job Satisfaction	1.00				
Factor 1	.42	1.00			
Factor 2	.40	.76	1.00		
Factor 3	.45	.67	.73	1.00	
Factor 4	.41	.75	.72	.67	1.00

Table 1 shows that the correlations among factors ranged between .67 for a low to .76 for a high. Table 1 also shows that there is a moderate amount of correlations between job satisfaction and the four factor indices. The correlations ranged from a low of .40 to a high of .45. Due to the problem of high interrelationships among the four factors, it was decided not to run the multiple regression with the four factor indices and the index of job satisfaction.

Since the regression analysis could not be run, the reliabilities of the seven original dimensions of organizational climate, such as, leadership, motivation, communication, interaction-influence, decision-making, goal setting, and control, suggested by Likert were tested through Guttman Split-Half and Cronbach Alpha coefficients. A Pearson correlation was then performed between these dimensions and job satisfaction.

CHAPTER III

RESULTS

Table 2 shows the number of items included in each variable, their means, standard deviations and the reliabilities of the seven dimensions of organizational climate and job satisfaction. The reliability coefficients of the different indices were in the higher range; i.e., .73 to .94, which provides proof of the reliability of the indices.

TABLE 2

ITEM NUMBERS, MEANS, STANDARD DEVIATIONS AND RELIABILITIES
OF THE SEVEN DIMENSIONS OF ORGANIZATIONAL CLIMATE AND
JOB SATISFACTION

Variable	No. of Items	Mean	Standard Deviation	Guttman Split-Half	Cronbach Alpha
Job Satisfaction	18	3.4012	0.7844	.92	.94
Leadership	5	4.9304	1.5789	.84	.90
Motivation	7	4.7857	1.2149	.85	.88
Communication	14	4.8027	1.2527	.91	.94
Interaction-Influence	6	4.9094	1.3590	.90	.89
Decision-Making	8	4.4412	1.4365	.90	.91
Goal Setting	3	4.5501	1.3268	.73	.80
Control	7	4.8391	1.2776	.86	.87

The results of the Pearson correlation for the seven dimensions of organizational climate and job satisfaction are shown in Table 3. The correlation coefficients ranged from a low of .40 to a high of .46 indicating that the independent variables have positive effects on job satisfaction. These correlations are comparable to the correlations between the four factors and job satisfaction reported in Table 1.

TABLE 3

PEARSON CORRELATION COEFFICIENTS FOR SEVEN
DIMENSIONS OF ORGANIZATIONAL CLIMATE AND
JOB SATISFACTION

Variable	Job Satisfaction
Leadership	.43
Motivation	.42
Communication	.46
Interaction-Influence	.41
Decision-Making	.43
Goal Setting	.40
Control	.42

CHAPTER IV

SUMMARY AND CONCLUSIONS

It was hypothesized that the organizational climate variables, such as, leadership, motivation, communication, interaction-influence, decision-making, goal setting, and control, would have a positive effect upon job satisfaction; i.e., the more favorable the organizational climate, the greater the job satisfaction. The results in this study provide support for this hypothesis; i.e., organizational climate has a positive effect on job satisfaction.

But, the study also indicated that Likert's questionnaire probably measured only one dimension of organizational climate instead of the seven dimensions advocated by Likert. This was substantiated when the factor analysis was performed and it was found that only one factor was predominant (eigenvalue = 24.57), and that the four selected factors were highly intercorrelated.

As the literature review of this study indicated, there is more than one dimension of climate which affects job satisfaction. It would be of interest to design a relevant questionnaire or use another instrument to measure the dimensions of organizational climate.

Throughout the theoretical portion of this study, research has been presented to show the importance of organizational climate to a manager. From information gained from a climate measure, a manager will be able to determine how his employees feel about other people in the organization and how the employees feel about the management in

the organization--whether the climate is good or bad in the organization. With the knowledge of how the employees feel about a managerial practice, for instance, leadership style, a manager has the option of changing this practice, if he so desires. Thus, a manager is in a position to influence the climate of his organization. By creating the proper climate in his organization, a manager may be able to increase the job satisfaction as well as the performance potential of his people. Organizational climate is a meaningful concept and one which has important implications for understanding human behavior.

This study also indicated the need to determine the accuracy of perceptual organizational climate measurements with respect to objective organizational climate variables. Much additional research is needed on the question of validity in the measurement of organizational climate; i.e., researchers need to know which objective measures of organizational climate consistently covary with perceptual reports and the impact of the interaction of these objective measures on perceptual measures of organizational climate. Discriminant validity studies are needed to demonstrate that job satisfaction and organizational climate are separate constructs. Until these issues of validity can be resolved, perhaps climate will remain theoretically promising but methodically unsound.

The major weaknesses of this study are that the sample was not random and the independent variables are all significantly intercorrelated. In reviewing previous studies, it was noted that many researchers performed factor analysis in order to eliminate the multicollinearity of the independent variables, but it wasn't successful in this particular study because the 49 questions in Likert's questionnaire were measuring only one dimension--not seven dimensions as indicated by Likert and Likert.

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APPENDICES

APPENDIX A

INSTRUCTIONS

On the lines below each organizational variable (item), please place a check mark at the point which, in your experience, describes your organization at the present time. Treat each item as a continuous variable from the extreme at one end to that at the other.

Organizational variables	Item no.								

LEADERSHIP PROCESSES USED

Extent to which your supervisor has confidence and trust in subordinates

1. Has very little confidence and trust in subordinates ① ② | Has some confidence and trust ③ ④ | Has quite a bit of confidence and trust ⑤ ⑥ | Has a very great deal of confidence and trust ⑦ ⑧

Extent to which you, in turn, have confidence and trust in your supervisor

2. Have very little confidence and trust in my supervisor ① ② | Have some confidence and trust ③ ④ | Have quite a bit of confidence and trust ⑤ ⑥ | Have a very great deal of confidence and trust ⑦ ⑧

Extent to which your supervisor displays supportive behavior toward others

3. Displays virtually no supportive behavior ① ② | Displays supportive behavior in a few situations ③ ④ | Displays supportive behavior in a moderate number of situations ⑤ ⑥ | Displays supportive behavior quite generally and consistently ⑦ ⑧

Extent to which your supervisor behaves so that subordinates feel free to discuss important things about their jobs with him or her

4. Subordinates do not feel at all free to discuss things about the job with their supervisor ① ② | Subordinates feel slightly free to discuss things about the job with their supervisor, but discuss things guardedly ③ ④ | Subordinates feel quite free to discuss things about the job with their supervisor, but with some caution ⑤ ⑥ | Subordinates feel completely free to discuss things about the job with their supervisor and do so candidly ⑦ ⑧

Organizational variables	Item no.							

which your supervisor
job problems generally
et subordinates' ideas
ons and make
ve use of them

5

Virtually never gets ideas and opinions of subordinates in solving job problems		Occasionally gets ideas and opinions of subordinates in solving job problems		Usually gets ideas and opinions and usually tries to make constructive use of them		Virtually always gets ideas and opinions and tries to make constructive use of them	
①	②	③	④	⑤	⑥	⑦	⑧

TER OF MOTIVATIONAL FORCES

g motives

ire for physical security
nomic motives
ire to achieve and
ntain a sense of personal
th and importance
ire for new experience

6

Major use of (A); moderate use of (B); slight use of (C) in form of desire for status and power		Some use of (A); extensive use of (B); some use of (C) in form of desire for status and power and by recognition and by achievement		(A) Fulfilled; extensive use of (B); moderate use of (C) in form of desire for recognition and achievement and some use of (C) in form of power and status; some use of (D)		(A) Fulfilled. Highly effective use of (B) achieved by involvement in decisions on how best to use economic motivations fully. Extensive use of (C) through group problem solving and resulting desire for achievement and self-actualization. Effective use of (D)	
①	②	③	④	⑤	⑥	⑦	⑧

which motives are

7

Fear, threats, punishment, and occasional rewards		Rewards and some actual or potential punishment		Rewards, occasional punishment, and some involvement		Economic rewards based on compensation system developed through participation: group participation and involvement in setting goals, improving methods, appraising progress toward goals, etc. Full recognition of achievement	
①	②	③	④	⑤	⑥	⑦	⑧

ttitudes developed
anization and its goals

8

Attitudes usually are hostile and counter to organization's goals		Attitudes sometimes are hostile and counter to organization's goals and sometimes are favorable to the organization's goals and support the behavior necessary to achieve them		Attitudes usually are favorable and support behavior implementing organization's goals		Attitudes are strongly favorable and provide powerful stimulation to behavior implementing organization's goals	
①	②	③	④	⑤	⑥	⑦	⑧

Organizational variables	Item no.				

Item 9 — which motivational ...flict with or reinforce ...er

Marked conflict of forces substantially reducing those motivational forces leading to behavior in support of the organization's goals	Conflict usually exists; occasionally some forces will reinforce each other in support of the organization's goals at least partially	Some conflict, but often motivational forces in support of the organization's goals will reinforce each other	Motivational forces in support of the organization's goals generally reinforce each other in a substantial and cumulative manner
① ②	③ ④	⑤ ⑥	⑦ ⑧

Item 10 — ...f responsibility felt by ...ber of organization for ...organization's goals

High levels of management feel responsibility; lower levels feel less; rank and file feel little and often welcome opportunity to behave in ways to defeat organization's goals	Managerial personnel usually feel responsibility; rank and file usually feel relatively little responsibility for achieving organization's goals	Substantial proportion of personnel, especially at higher levels, feel responsibility and generally behave in ways to achieve the organization's goals	Personnel at all levels feel real responsibility for organization's goals and behave in ways to implement them
① ②	③ ④	⑤ ⑥	⑦ ⑧

Item 11 — ...toward other members ...anization

Subservient attitudes toward supervisors coupled with hostility; hostility toward peers and contempt for subordinates; distrust is widespread	Subservient attitudes toward supervisors; competition for status resulting in hostility toward peers; condescension toward subordinates	Cooperative, reasonably favorable attitudes toward others in organization; may be some competition between peers with resulting hostility and some condescension toward subordinates	Favorable, cooperative attitudes throughout the organization with mutual trust and confidence
① ②	③ ④	⑤ ⑥	⑦ ⑧

Item 12 — ...n derived

Usually dissatisfaction with membership in the organization, with supervision, and with one's own achievements	Dissatisfaction to moderate satisfaction with regard to membership in the organization, supervision, and one's own achievements	Some dissatisfaction to moderately high satisfaction with regard to membership in the organization, supervision, and one's own achievements	Relatively high satisfaction throughout the organization with regard to membership in the organization, supervision, and one's own achievements
① ②	③ ④	⑤ ⑥	⑦ ⑧

ER OF COMMUNICATION PROCESS

...f interaction and ...ation aimed at ...organization's

Very little	Little	Quite a bit	Much with both individual and groups
① ②	③ ④	⑤ ⑥	⑦ ⑧

Item 13

	Item no.	Downward		Mostly downward		Down and up		Down, up, and with peers	
n of information flow	14	①	②	③	④	⑤	⑥	⑦	⑧
		At top of organization or to implement top directive		Primarily at top or patterned on communication from top		Patterned on communication from top but with some initiative at lower levels		Initiated at all levels	
ard communication nitiated	15	①	②	③	④	⑤	⑥	⑦	⑧
		Provide minimum of information		Give subordinates only information supervisors feel they need		Give information needed and answer most questions		Seek to give subordinates all relevant information and all information they want	
o which supervisors share information with nates	16	①	②	③	④	⑤	⑥	⑦	⑧
		Viewed with great suspicion		Some accepted and some viewed with suspicion		Often accepted but, if not, may or may not be openly questioned		Generally accepted, but if not, openly and candidly questioned	
o which downward nications are accepted by nates	17	①	②	③	④	⑤	⑥	⑦	⑧
		Very little		Limited		Some		A great deal	
cy of upward nication via line ation	18	①	②	③	④	⑤	⑥	⑦	⑧
		Virtually none		Relatively little, usually communicates "filtered" information and only when requested; may "yes" the boss		Some to moderate degree of responsibility to initiate accurate upward communication		Considerable responsibility felt and much initiative; group communicates all relevant information	
inates' feeling of sibility for initiating e upward communication	19	①	②	③	④	⑤	⑥	⑦	⑧
		Powerful forces to distort information and deceive supervisors		Many forces to distort; also forces for honest communication		Occasional forces to distort along with many forces to communicate accurately		Virtually no forces to distort and powerful forces to communicate accurately	
eading to accurate or d upward information	20	①	②	③	④	⑤	⑥	⑦	⑧
		Tends to be inaccurate		Information that boss wants to hear flows; other information is restricted and often inaccurate		Information that boss wants to hear flows; other information fairly to reasonably accurate		Accurate	
cy of upward nication via line	21	①	②	③	④	⑤	⑥	⑦	⑧
		Great need to supplement upward communication by spy system, suggestion system, and similar devices		Upward communication often supplemented by suggestion system and similar devices		Some need for supplementary system; suggestion systems may be used		No need for any supplementary system	
or supplementary upward nication system	22	①	②	③	④	⑤	⑥	⑦	⑧

Organizational variables	Item no.	1–2	3–4	5–6	7–8
communication: its and accuracy	23	Usually poor because of competition between peers, corresponding hostility ① ②	Fairly poor because of competition between peers ③ ④	Fair to good ⑤ ⑥	Good to excellent ⑦ ⑧
gical closeness of rs to subordinates (i.e., sincere, frank n between supervisors rdinates)	24	Far apart ① ②	Moderately close if proper roles are kept ③ ④	Fairly close ⑤ ⑥	Usually very close ⑦ ⑧
do supervisors know rstand problems faced dinates?	25	Has no knowledge or understanding of problems of subordinates ① ②	Has some knowledge and understanding of problems of subordinates ③ ④	Knows and understands problems of subordinates quite well ⑤ ⑥	Knows and understands problems of subordinates very well ⑦ ⑧
urate are the ns by supervisors and ates of each other?	26	Often in error ① ②	Often in error on some points ③ ④	Moderately accurate ⑤ ⑥	Usually quite accurate ⑦ ⑧

TER OF INTERACTION-INFLUENCE PROCESS

Organizational variables	Item no.	1–2	3–4	5–6	7–8
and character of on	27	Little interaction and always with fear and distrust ① ②	Little interaction and usually with some condescension by supervisors; fear and caution by subordinates ③ ④	Moderate interaction, often with fair amount of confidence and trust ⑤ ⑥	Extensive, friendly interaction with high degree of confidence and trust ⑦ ⑧
of cooperative k present to achieve tion's goals	28	Virtually none ① ②	Relatively little ③ ④	A moderate amount ⑤ ⑥	Very substantial amount throughout the organization ⑦ ⑧
which subordinates can e the goals, methods, ity of their units and ents as seen by ors	29	Practically none ① ②	A slight amount ③ ④	Moderate amount ⑤ ⑥	A great deal ⑦ ⑧
which subordinates can e the goals, methods, ity of their units and ents as seen by ates	30	Practically none except through "informal organization" or via unionization ① ②	Little except through "informal organization" or via unionization ③ ④	Moderate amount both directly and via unionization ⑤ ⑥	Substantial amount both directly and via unionization ⑦ ⑧
of actual influence pervisors can exercise goals, activity, and of their units and		Believed to be substantial but actually moderate unless capacity to exercise severe punishment is present	Moderate to somewhat more than moderate, especially for higher levels in organization	Moderate to substantial, especially for higher levels in organization	Substantial but often done indirectly, as, for example, by supervisor building effective interaction-influence system

Organizational variables	Item no.							

o which an effective
e exists enabling one
organization to exert
nfluence upon other

Effective structure virtually absent — Limited capacity exists; influence exerted vertically and primarily downward — Moderately effective structure exists; influence vertically — Highly effective structure exists enabling exercise of influence in all directions

32 ① ② ③ ④ ⑤ ⑥ ⑦ ⑧

**CTER OF DECISION-
; PROCESS**

: extent are decisions
supervisors or by group
tion and consensus?

By supervisors (or higher levels) with practically no opportunity for discussion — By supervisors, but with some opportunity for discussion — By supervisors, but following discussion of problems — By group participation and usually with consensus

33 ① ② ③ ④ ⑤ ⑥ ⑦ ⑧

equate and accurate is
rmation available for
making at *the place where
are made?*

Information is generally inadequate and inaccurate — Information is often somewhat inadequate and inaccurate — Moderately adequate and accurate information available — Relatively complete and accurate information available based both on measurements and efficient flow of information in organizations

34 ① ② ③ ④ ⑤ ⑥ ⑦ ⑧

extent are decision
aware of problems,
rly those at lower levels
rganization?

Often are unaware or only partially aware — Aware of some, unaware of others — Moderately aware of problems — Generally quite well aware of problems

35 ① ② ③ ④ ⑤ ⑥ ⑦ ⑧

extent are technical and
nal knowledge used in
making?

Used only if possessed at higher levels — Much of the knowledge available in higher and middle levels is used — Much of the knowledge available in higher, middle, and lower levels is used — Most of the knowledge available within the organization is used

36 ① ② ③ ④ ⑤ ⑥ ⑦ ⑧

ions made at the best
he organization as far as
ty of the most adequate
ion bearing on the

Decisions usually made at levels appreciably higher than levels where most adequate and accurate information exists — Decisions often made at levels appreciably higher than levels where most adequate and accurate information exists — Some tendency for decisions to be made at higher levels than where most adequate and accurate information exists — Overlapping groups and group decision processes tend to push decisions to point where information is most adequate or to pass the relevant information to the decision-making point

37 ① ② ③ ④ ⑤ ⑥ ⑦ ⑧

Organizational variables	Item no.				

ons made at the best
e organization as far as
tional consequences
the decision-making
lp to create the
motivations in those
ho have to carry out
ons)?

38

Decision making contributes little or nothing to the motivation to implement the decision, usually yields adverse motivation	Decision making contributes relatively little motivation	Some contribution by decision making to motivation to implement	Substantial contribution by decision-making processes to motivation to implement
① ②	③ ④	⑤ ⑥	⑦ ⑧

xtent are subordinates
decisions related to
?

39

Virtually none	Rarely involved in decisions; occasionally consulted	Usually are consulted but ordinarily not involved in the decision making	Are almost always involved in all decisions related to their work
① ②	③ ④	⑤ ⑥	⑦ ⑧

ons made in person-to-
group interaction and
ed or open discussion?

40

By superior in person-to-person, little discussion	By superior in person-to-person, some discussion	By superior in person-to-person, with quite open discussion	By group with very open and candid discussion
① ②	③ ④	⑤ ⑥	⑦ ⑧

ER OF GOAL SETTING OR ORDERING

anner is it usually

41

Orders issued	Orders issued, opportunity to comment may or may not exist	Except in emergencies, goals are set or orders issued after discussion with subordinates of problems and planned action	Except in emergencies, goals are established by means of group participation.
① ②	③ ④	⑤ ⑥	⑦ ⑧

xtent do the different
l levels tend to strive
rformance goals?

42

High goals pressed by top, generally resisted by subordinates	High goals sought by top and often resisted moderately by subordinates	High goals sought by higher levels but with occasional resistance by lower levels	High goals sought by all levels, with lower levels sometimes pressing for higher goals than top levels
① ②	③ ④	⑤ ⑥	⑦ ⑧

forces to accept, resist,
oals?

43

Goals are overtly accepted but are covertly resisted strongly	Goals are overtly accepted but often covertly resisted to at least a moderate degree	Goals are overtly accepted but at times with some covert resistance	Goals are fully accepted both overtly and covertly
① ②	③ ④	⑤ ⑥	⑦ ⑧

ER OF CONTROL PROCESSES

erarchical levels in
n does major or
ncern exist with
he performance of the
ction?

44

At the very top only	Primarily or largely at the top	Primarily at the top but some shared feeling of responsibility at middle and to a less extent at lower levels	Concern for performance of control functions likely to be felt throughout organization
① ②	③ ④	⑤ ⑥	⑦ ⑧

Organizational variables	Item no.							

...ccurate are the ...rements and information ...o guide and perform the ...l function, and to what ...do forces exist in the ...zation to distort and ...this information? — **45**

Very strong forces exist to distort and falsify; as a consequence, measurements and information are usually incomplete and often inaccurate		Fairly strong forces exist to distort and falsify; hence measurements and information are often incomplete and inaccurate		Some pressure to protect self and colleagues and hence some pressures to distort; information is only moderately complete and contains some inaccuracies		Strong pressures to obtain complete and accurate information to guide own behavior and behavior of own and related work groups; hence information and measurements tend to be complete and accurate	
①	②	③	④	⑤	⑥	⑦	⑧

...at extent are the review ...ntrol functions ...trated? — **46**

Highly concentrated in top management		Relatively highly concentrated, with some delegated control to middle and lower levels		Moderate downward delegation of review and control processes; lower as well as higher levels perform these tasks		Review and control done at all levels with lower units at times imposing more vigorous reviews and tighter controls than top management	
①	②	③	④	⑤	⑥	⑦	⑧

...at extent is there an ...al organization present ...ting or opposing goals of ...organization? — **47**

Informal organization present and opposing goals of formal organization		Informal organization usually present and partially resisting goals		Informal organization may be present and may either support or partially resist goals of formal organization		Informal and formal organization are one and the same; hence all social forces support efforts to achieve organization's goals	
①	②	③	④	⑤	⑥	⑦	⑧

...t extent are accounting, ...ivity, cost, and similar ...d for self-guidance or ...roblem solving by ...rs and nonsupervisory ...es, or used by ...ors in a punitive, ...manner? — **48**

Used for policing and in punitive manner		Used for policing coupled with reward and punishment, sometimes punitively; used somewhat for guidance but in accord with orders		Used for policing with emphasis usually on reward but with some punishment; used for guidance in accord with orders; some use also for self-guidance		Used for self-guidance and for coordinated problem solving and guidance; not used punitively	
①	②	③	④	⑤	⑥	⑦	⑧

...t extent are the human ...tion measurements and ...ance measurements ...for efficient planning ...on obtained regularly at ...t useful intervals and fed ...idly to the members of ...nization for their ...making and the ...e of their operations? — **49**

Very little		Some		Considerable		Very great	
①	②	③	④	⑤	⑥	⑦	⑧

Some jobs are more interesting and satisfying than others. We want to ow how people feel about different jobs. This blank contains 18 statements out jobs. You are to rank on the following scale each statement which best scribes how you feel about your present job.

1 = Strongly Agree
2 = Agree
3 = Undecided
4 = Disagree
5 = Strongly Disagree

There are no right or wrong answers. We would like your honest opinion each one of the statements. Work out the sample item numbered (00).

___ 00. There are some conditions concerning my job that could be improved.

___ 01. My job is like a hobby to me.

___ 02. It seems that my friends are more interested in their jobs.

___ 03. My job is usually interesting enough to keep me from getting bored.

___ 04. I consider my job rather unpleasant.

___ 05. I enjoy my work more than my leisure time.

___ 06. I am often bored with my job.

___ 07. I feel fairly well satisfied with my job.

___ 08. Most of the time I have to force myself to go to work.

___ 09. I feel that my job is no more interesting than others I could get.

___ 10. I am satisfied with my job for the time being.

___ 11. I definitely dislike my work.

___ 12. I feel that I am happier in my work than most other people.

___ 13. Most days I am enthusiastic about my work.

___ 14. Each day of work seems like it will never end.

___ 15. I like my job better than the average worker does.

___ 16. My job is pretty uninteresting.

___ 17. I find real enjoyment in my work.

___ 18. I am disappointed that I ever took this job.