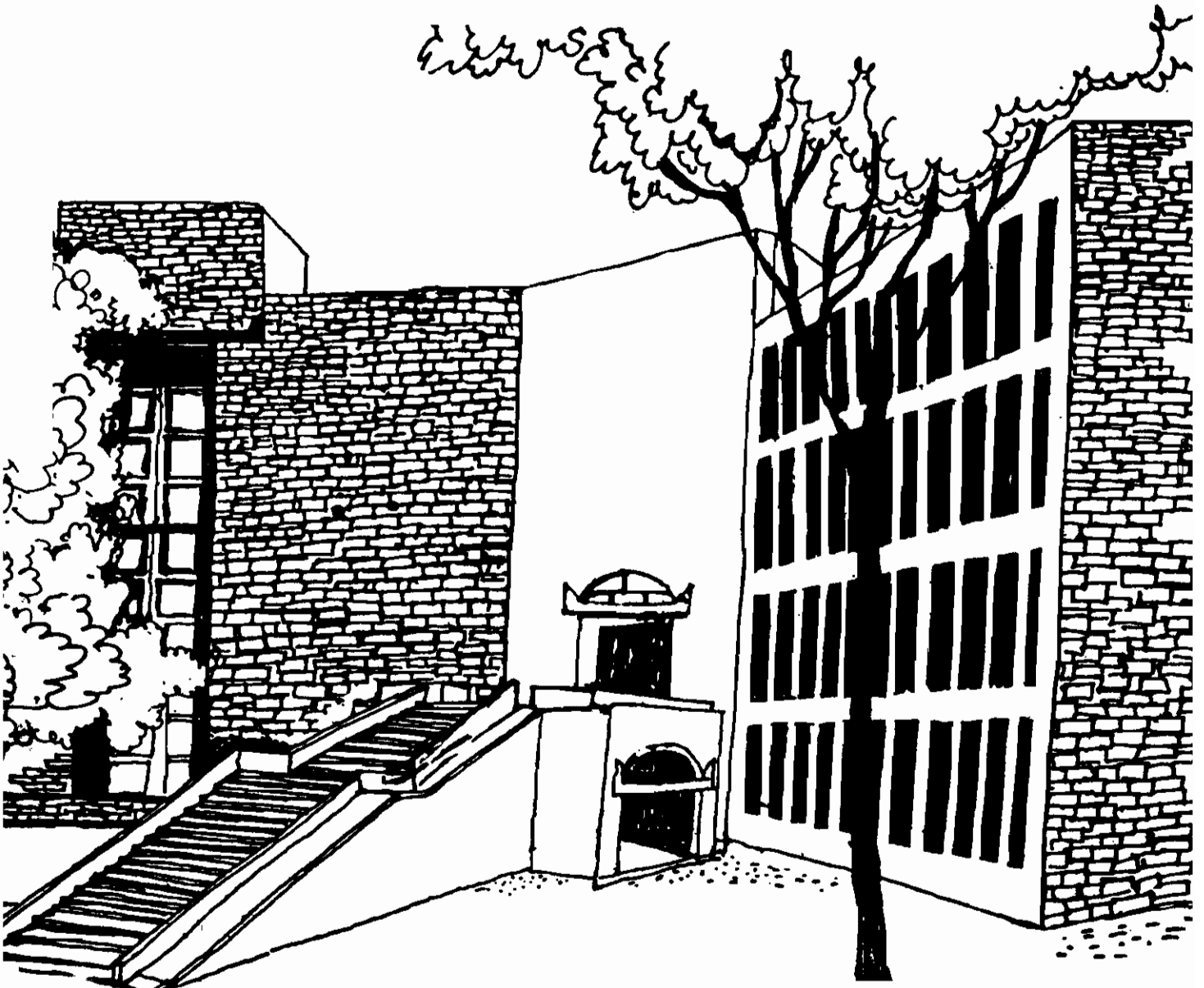




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Working Paper



ORGANISATIONAL CLIMATE, TOLERANCE OF
AMBIGUITY AND LEARNED HELPLESSNESS
AS CORRELATES TO
MANAGERIAL EFFECTIVENESS AND CREATIVITY

By

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**Dr. D.M. Pestonjee,
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***ORGANIZATIONAL BEHAVIOUR AREA
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ORGANISATIONAL CLIMATE, TOLERANCE OF AMBIGUITY AND LEARNED HELPLESSNESS AS CORRELATES TO MANAGERIAL EFFECTIVENESS AND CREATIVITY

Dr. D.M. Pestonjee, R.D. Pathak, U.Dhar, & V.S. Chauhan

ABSTRACT

We are entering the twenty first century where the only thing we can be certain about is the prevalence of uncertainty. In such an environment characterised by uncertainty, the manager has to be a change agent by being creative and effective in his managerial role. Creativity and effectiveness of managers as change agents are functions of their perception of the organisational climate as well as personality attributes like tolerance of ambiguity and learned helplessness.

The aim of the study was to observe the effect of organisational climate, tolerance of ambiguity and learned helplessness on managerial effectiveness and creativity. The study is exploratory in nature based on survey type research with a sample size of 64 managers from private and public sector organisations. Managers were approached and asked to fill up the scales, which are standardised tools measuring organisational climate, tolerance of ambiguity, learned helplessness, managerial effectiveness and managerial creativity. The obtained results show no significant relationship between organisational climate dimensions and managerial creativity.

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CHAPTER I

INTRODUCTION

**ORGANISATIONAL CLIMATE, TOLERANCE OF
AMBIGUITY AND LEARNED HELPLESSNESS
AS CORRELATES OF
MANAGERIAL EFFECTIVENESS AND CREATIVITY**

India has witnessed drastic changes with the liberalisation of economy and protectionism having given way to free market economy. With the advent of free market economy, India's protected business community has been exposed to more powerful western counterparts. To face the ensuing challenges of the business environment, it became necessary to bring about changes by all those involved in managing the economic, social and political institutions at various levels by being effective and creative in their roles. However, effectiveness and creativity have been found to be considerably affected by the perception of organisational climate of the organisations in which managers perform their roles as change agents. Further, as behaviour is the resultant of individual-environment interaction it is not only the perception of organisational climate which has a bearing on managerial effectiveness and creativity, but the personal variables like tolerance of ambiguity and learned helplessness, which influence in a significant way the managerial effectiveness and creativity.

In case of high turbulence characterised environment, there is need to be different and an 'exploratory style' of working is needed. The characteristics of this style are innovation, experimentation and ability to cope with uncertainty, complexity and

unpredictability (Singh and Bhandarker, 1996). Therefore, managers in today's turbulent environment need to develop higher capacity to deal with uncertainty, complexity and unpredictability with an exploratory style of working. Managerial effectiveness and creativity are required if an organisation has to survive and succeed in such a dynamic environment. The present investigation is focused on studying the relationship of organisational climate, tolerance of ambiguity and learned helplessness (independent variables) with managerial effectiveness and creativity (dependent variables).

UNDERLYING CONCEPTS

Organisational Climate: Organisational climate, according to Payne (1971), is a molar concept which reflects the content and strength of the prevalent values, norms, attitudes, behaviours and feelings of the members of the social system. Regarding measurement of organisational climate, Payne feels that it can be measured both subjectively and objectively. Subjective measurement is through the perception of system members. But the definition of Payne remains silent over the issue of how prevalent values, norms, attitudes, behaviour and feelings among the members of social system are induced. According to Campbell (1970), these specific attributes which differ from organisation to organisation are induced by the way organisation deals with its members and environment. The instruments through which an organisation deals with its members are policies, practices and procedures. These instruments play an important role in characterising a climate and determining the attitudes and behaviour of the members of social system. The use of policies, practices and procedures gives management the power to reward or constrain specific behaviour. This directly affects the attitudes and behaviour of individuals (Forehand and Glimer, 1964). The influence of organisation on members'

attitude and behaviour will generate feelings among the members. Researchers (Kahn, 1990; Pfeffer, 1994) felt that organisations generate feeling among employees and as they see their psychological needs being satisfied then they engage themselves and invest more time and effort in their work. Similar results were obtained by Brown and Leigh (1996). They concluded that organisational environment perceived by employees as psychologically safe and meaningful will be positively related to productivity via mediation of job involvement. Taking perception of individual as a basic unit, the working definition is based on the definition given by Litwin and Stringer (1968). According to them, organisational climate is any set or cluster of expectancies or incentives that represent property of environment that is perceived directly or indirectly by the individual in the environment.

With the prime emphasis on individuals' perception as determining factor of organisational climate, the concept evolved is of psychological climate. According to James et al (1978), the psychological climate is individualistic perception and interpretation of the organisational climate by its employees. Hellriegel and Solcum (1974) have defined organisational climate as "a perceptual summation of all the individuals in an organisation". From this definition of Hellriegel and Solcum, it can be deduced that when the psychological climate (perception) of all the individuals in an organisation is summated, the resultant is organisational climate.

Organisational climate can be classified as good or bad on the basis of people's perception and indirectly by their performance. According to Upadhyay (1983), when an organisation generates positive feelings resulting in achievement of goals, the employees feel satisfied, motivated and proud to be part of the organisation. The climate in the organisation then can be classified as favourable. On the other hand, when employees feel frustrated then hostile relationship prevails and

employees grumble and the organisational climate is classified as unfavourable. The other way by which climate can be placed on the continuum is by measuring job satisfaction. Organisational Climate has a direct bearing on job satisfaction which in turn affects the life satisfaction of employees.

According to Reddy and Prasad (1995), there exists a positive relationship between organisational climate and job satisfaction. The satisfied group of the organisation will give top priority to interpersonal relationship, risk taking and managing rewards. In the present study, therefore organisational climate has been operationally defined in terms of Achievement, Expert Power, Extension, Affiliation, Dependency and Control in twelve areas namely: orientation, interpersonal relationship, supervision, managing problems, managing mistakes, managing conflicts, communication, decision making, trust, managing rewards, risk taking and innovation and change (Pareek, 1975).

Tolerance of Ambiguity: Penguin Dictionary of Psychology defines tolerance of ambiguity as a dimension representing the degree to which one is able to tolerate lack of clarity in a situation or stimulus. In an ambiguous situation, intolerant people react with anxiety and withdrawal, whereas the tolerant people keep the anxiety and withdrawal within controllable limits. According to Singh and Bhandarker (1996), tolerance of ambiguity refers to perception and reaction of people to unclear and vague situations with newness, complexity and multiplicity. Managers with high tolerance to ambiguity will see this new ambiguous situation as an opportunity to bring out something new and will easily commit themselves to exploration and experimentation. Managers with low threshold for tolerance will become close minded and shut doors for exploration because ambiguous situations generate anxiety and withdrawal behaviour in people with low tolerance threshold.

Goleman (1985) explains how anxiety affects perception and performance. According to him, mental processes play an important role in protecting an individual from anxiety. At the advent of threatening stimulus, mind diminishes the awareness which results in narrowing of perception and creation of blind spot. This blind spot is a zone of blocked attention and self-deception, which ultimately results in denial or withdrawal. The picture which emerges of an anxious person confronted with a challenging task requiring him to be effective is that of a person busy utilising his energy in creating blind spots instead of using his energy to meet the challenge. The denial and withdrawal observed in an anxious person indicates his negative thinking. Literature survey revealed that negative thinker is controlled by apprehension of danger, inferiority complex, feeling of insecurity, helplessness, depression and hopelessness. (Chikara, 1995)

Horowitz (1983) views that high anxiety takes many forms like avoidance, numbness, diminishing of attention, constricted thought, memory failure and fantasy. The effects of closed mindedness were also suggested by Rokeach (1960). According to him closed mindedness is a general personality trait and affects the ability to form cognitive system of various kinds, such as perceptual, conceptual and aesthetic. Close mindedness is also characterised by a person lacking capacity to accommodate opposing beliefs and low degree of interconnectedness among belief systems.

With the development of information and technology, world has come closer and information is pouring down from different nooks and corners of the world which in turn has also created problems of information overload. According to Krech et al (1986), information and want brings changes and these changes are cognitive in

nature. These cognitive changes are functions of pre-existing cognitive system and the characteristics of the person within whom the cognitive system resides. The personal characteristics are intellectual ability, ability to tolerate cognitive ambiguity and dissonance.

According to Rostogi (1997), the period of shifting from old to new is ambiguous and no one knows about the future. As the outdated are replaced by the new, the individuals in the organisation see their old learning of no use and they face the situation of learning again (afresh) to remain in the race or be left behind. These types of changes in life events act as stressors and test the tolerance of an individual (Holmes, 1974). Tolerance to change by an individual is demonstrated by his capability to bear stress, and it is an important variable which affects resistance to change.

Individuals with low stress tolerance will show low tolerance to change i.e., high anxiety and close mindedness. Similarly, a group with high tolerance to change will demonstrate low resistance to change i.e., anxiety under control and open mindedness. Out of the many reasons cited by Fraser (1993) for high resistance to change, one was having low tolerance to change.

Agrawal (1982) also gave some reasons for high level of resistance. According to him, the causes of resistance are: attitude, perceived threat to economic security, established ways and disruption in social relationship. If these factors are taken care of then resistance will be lowered and tolerance to change will be high.

Kotter and Schlesinger (1979) answered the big question of ways to help employees to adopt and tolerate the organisational change. According to them, employee commitment to change is enhanced when employees are educated regarding change. The operational definition of tolerance to ambiguity, therefore, as given by Singh and Bhandarker (1996) refers to perception and reaction of people to unclear and vague situations with newness, complexity and multiplicity.

Learned Helplessness: Seligman et al (1967) felt that learned helplessness is a term which describes learning disability in which a person learns that the outcome of events is beyond the control of his resources. It was found that in learned helplessness there occurs a generalisation of learning process i.e., person who has learned to be helpless in one situation and when put in another situation in which he is not helpless will fail to perform in the new situation.

The discovery of this disability was by accident when Seligman et al (1967) were attempting to test prediction of the process learning theory and they discovered learned helplessness. Most of their work on learned helplessness was on dogs. In an experiment, the dogs were given electric shock upto a certain period of time with no way to escape shock and after each administration they had to bear pain. But the dogs were later on given options to escape after each shock administration and save themselves from pain. However, it was observed that the dogs now did not attempt to escape shock i.e., the dogs had learned to be helpless.

Similar experiments, but less shocking and dangerous were also performed by Hiroto and Seligman (1975) on human beings. In their experiments, they took the help of anagrams. Two types of anagrams were used i.e., one with solution and other with no solution. When persons working on anagrams with no solution were

given solvable anagrams they were not able to get the solution. The same results have also been confirmed by Roth and Kubal (1975) leading to the hypothesis that higher the experience with insolvable problems, higher will be helplessness and thus lowering of performance.

Inclination of events towards positive and negative sides also affects learned helplessness. Positive event exposure does not lead to learned helplessness but exposure to negative events does (Benson and Kennelly, 1976). Continuous exposure to negative events and failure in them may generate anxiety and depression. Anxiety and depression have been hypothesised to be related to learned helplessness by Seligman (1975). This hypothesis was later on further supported by Gatchel et al (1975). Higher the person is on learned helplessness, lesser will be work motivation. Further, when there is a state of high depression, a helpless person sees no control over his life which in turn generates anxiety and depression. In such a situation, the maximum energy of the person will be used in fighting anxiety and depression with no energy left to undertake creative endeavours. For example, Hiroto and Seligman (1975) had reported a negative relationship between learned helplessness and ability to solve problems.

According to Stipek (1988), helplessness is a motivational problem. Consistent failure in tasks makes individuals believe that they are incapable to do anything. When the views of Seligman and associates and Stipek (1988) are combined; the picture which emerges is that due to continuous failure the motivation level in a person goes down as he loses his fighting capacity and thus continues to experience helplessness. Further, Rogers (1984) also pointed out that 'burnout' phenomenon is accompanied by the feelings of personal helplessness and guilt. Burnout results in low productivity low job motivation and loss of job satisfaction.

From this, it can be deduced that learned helplessness also results in low job motivation, satisfaction and productivity role. For example, learned helplessness has been reported to be negatively related to work motivation and positively to depression (Alloy and Abramson, 1979).

Further, according to Cullen and Boersma (1982), helplessness in a child can be attributed to the faults of parents and teachers when they make a child believe that failures are due to child's incompetence and not due to lack of hard work. Childhood years are the years of learning when a child tries to develop various skills which will help him to lead a happy successful life. So, during the developmental years if the child is affected by learned helplessness, it will have a detrimental effect as the child will learn to attribute failures to incompetence and not to lack of hard work (Deweck et al, 1978) Such a child when faced with a challenging task will see himself as incompetent and experience the feeling of having no control over the situation. Further, Erickson as cited by Berger (1983) also observed and reported that in learned helplessness the children have the feeling of inferiority which causes in them the feeling of low self esteem.

When a normal child grows up into an adult and is ready to take the reins of an organisation as a manager, the organisation will expect in him a person radiating with confidence, high self esteem, intrinsic motivation, competence and autonomy. But the case can be imagined when a child with learned helplessness grows up as an adult and takes on the responsibility. In him, the organisation will find a person with no confidence who is having the feeling of inferiority with low self-esteem, low intrinsic motivation, incompetence and dependence on others. Stipek (1988) had thus rightly pointed out that when intrinsic motivation is affected (due to the feeling of helplessness), it further affects competence, autonomy and relatedness.

The operational definition of learned helplessness is the state of generalisation when an individual learns that the outcome of events is beyond the control of his resources.

Managerial Effectiveness: Various definitions of managerial effectiveness have been put forward over the years and there have been number of attempts to come to one single definition of managerial effectiveness, but all these attempts have failed as different definitions have been emphasising different aspects of managerial effectiveness.

Margerison (1981) gave a situational definition, where he says situation is important and if manager behaves appropriately to the situation, then he is highly effective. Drucker (1977) in his definition however gives situation lesser importance in determining managerial effectiveness. According to him, situation may be the same or may vary but it doesn't matter. What matters is the habit of the manager to tackle a problem in a specific way. Once this habit (which develops through practice) develops then whatever the situation may be, he is going to perform well. According to Reddin (1970), managerial effectiveness is nothing more than the output, and the effectiveness of the manager is dependent upon the output with regards to his position in the organisation. In his definition, Reddin only emphasises the output and forgets about the morale and satisfaction of group member.

According to Blank and Edward(1979),the best way to measure effectiveness is by obtaining difference between the quantity actually produced and quantity planned, whereas efficiency is measured by comparing cost incurred with the standard allowable costs for the good output.

In one definition, Hersey and Blanchard (1977) discuss the behavioural aspect of a manager. According to them in order to be effective, a manager must be highly adaptive as the situation and needs of people keep changing. Likert (1961) in his definition of managerial effectiveness also emphasises behavioural aspects. According to him, a manager must be highly adaptive to a specific situation and needs of his/ her followers which will result in high effectiveness in meeting personal and organisational goals. Hill (1979) also had somewhat similar views when he reported that an effective manager showed high concern for people and productivity.

According to Sen et al (1977), manager inspite of abilities is bound by the rules of organisation and constraints of situation which can be compared to a horse (Manager) grazing in the field but is tied down at the centre by a rope. The horse is free to graze but within a certain radius. Fiedler's (1967) views were similar to these views. According to him, there should be a match between personality of leaders and the situational favourableness.

Dealing with complex and ambiguous situations is a part of manager's job (Katz and Kahn, 1978). As manager climbs up the ladder, complexity and ambiguity increase (Jaques 1961). In this situation of complexity and ambiguity, an effective manager will be an optimiser of resources, which will result in a better organisational functioning (Campbell et al, 1970).

The operational definition of managerial effectiveness is, therefore, as given by Magerison (1981) and Hersey and Blanchard (1977) where the managerial effectiveness is dependent upon a manager's ability to deal with different situations that he faces from time to time.

Managerial Creativity: Today with the advancement of information technology, world has come closer and is changing quickly. To stand up to the challenge of this competitive business world, it has become important that there is full utilisation of mental faculties of the members of organisation so that new ideas are generated quickly (Beckett, 1992). The answer to this challenge lies in being creative (Coulson and Strickland, 1991). So the question is what is creativity? Evans (1991) defines creativity as an ability to explore new relationships by viewing subjects from new angle and forming new permutations and combinations. Pathak and Rickards (1992) talk about behavioural outcome of creativity and its occurrence. According to them, creativity frees an individual from already held assumption and belief and thereby helps in seeing new solutions which otherwise are not possible i.e., new thoughts are born from old.

Why creativity in problem solving? One of the several cognitive activities that is required in creativity is that of defining a problem (Crosby, 1968). Depending upon the definition, problem can be well structured or ill structured (Simon 1973). Ill-structured problems are generally new, complex and vague. According to Hayens (1978), illstructured problems require more contribution than structured problems. Mintzberg et al (1976) define ill-structured problem as a task which requires decision processes that have not been encountered in quite the same form and for which no predetermined and explicit set of ordered responses exist.

If this definition is deciphered, in simple language, ill-structured problem requires capacity to be novel; capacity to deal with complex and ambiguous situations. For this, high motivation and persistence is also required. Newell et al (1979) feel that

concept of creative thinking is more appropriate for problem solving because creative thinking is unconventional and normally feeds on high motivation and persistence.

According to Edmonds (1998), in creative work, it is not the perspective of routine knowledge that differentiates between poor and good performance, it is the knowledge about what approach to take, what to do to recover from a problem, when to change the tactics or even to take a break. Thus, we need to understand how strategic knowledge can be represented, used and managed. It can be interpreted from the views of Edmonds that creativity provides an individual with knowledge of approach to be taken to solve a problem, methods to recover from a problem and timing of changing tactics and taking a break. It gives an understanding of representing, using and managing strategic knowledge.

In an organisation, managers form the first line of defence and they are the ones who face the onslaught of changing world. Creativity facilitates managerial process, but it becomes more useful for planning (Krontz, 1980) and solving problems (Lehrer, 1982). Dhar and Arora (1996) acknowledge that problems have become very complicated. So there is need for divergent and convergent thinking on the part of managers i.e., the managers require a whole brain orientation. Creative managers can help in solving intricate problems. Creativity (solving managerial problems) was regarded as a requirement for managerial competence by Boyatzis (1983) and McCaskey (1988).

The operational definition of creativity for our purpose here is, therefore, that of Pathak and Rickards (1992) where they have defined creativity as breaking of old assumptions and beliefs giving rise to new thought.

The independent variables of organisational climate, tolerance of ambiguity and learned helplessness have been found to have some direct relationship with anxiety and motivation. On the other hand, anxiety and motivation have been found to affect managerial effectiveness and creativity. Since both the independent and dependent variables have some element in common which either gets affected by independent variable or affects dependent variable it will be interesting to observe and expect some kind of cause and effect relationship between the dependent and independent variables.

The present study was undertaken with the following objectives:

- 1.To observe the effect of learned helplessness on managerial effectiveness and creativity.
- 2.To observe the effect of tolerance of ambiguity on managerial effectiveness and creativity.
- 3.To observe the effect of organisational climate on managerial effectiveness and creativity.
- 4.To observe the combined effect of learned helplessness tolerance of ambiguity and organisational climate on managerial effectiveness and creativity.

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CHAPTER II

REVIEW OF LITERATURE

Organisational Climate as a Correlate of Managerial Effectiveness and Creativity

Various definitions of organisational climate have been put forward by researchers over the years. But the essence of these definitions is that organisational climate is a set of attributes specific to an organisation induced by its dealings with members and their environment. These sets of attributes are perceived by the members and the organisation has the capacity to change the perceived climate (Campbell, 1970; Beer, 1971 ; Campbell et al,1970;James and Jones,1977). A good indicator of the type of organisational climate prevailing in the organisation is the job satisfaction among the employees. Positive relationship between organisational climate and job satisfaction has been ascertained by the researchers (Lawler et al.,1974; Schneider and Syndee,1975).

Relationship between organisational climate and managerial effectiveness has been reported in the literature. For example, Steers (1977) reported that climate, which stresses goal attainment along with teamwork can facilitate managerial effectiveness. Although managerial effectiveness is within the control of manager but this control is not full as it also depends upon environment, organisational structure and reward system (Kassem and Moursi, 1971). For example ,Paul (1983) in study of over 150 managers found organisational climate to be positively related to effectiveness. In this study, those managers who considered climate as autonomous were more effective and the managers who considered climate as less autonomous were less effective. In another study conducted by Padki (1983) in nationalised textile mills, it was found that organisational climate affects the managerial effectiveness as organisational climate influences the psychological states of individual.

The relationship between organisational climate and creativity has also been amply documented in literature. For example, organisational climate characterised by bureaucratic orientation has been considered to be inimical to creativity (Meyer,). It has also been observed that massive organisations encourage bureaucracy so as to maximise precision, reliability and efficiency (Weber 1970; Merton 1957, Parsons, 1951). Maximisation of precision, reliability and efficiency is only possible when the officials are methodical, prudent and disciplined. These qualities of an official in a bureaucratic organisation were also predicted by the adaptor-innovator theory as attributes of adaptors. So if the organisational climate of an organisation is such that it harnesses adaptors i.e., bureaucratic in nature then it won't be conducive for innovators. However, it may be noted that having bureaucratic orientation as an attitudinal attribute appears to be different from bureaucratic orientation as a behavioural attribute. A person with bureaucratic orientation is not synonymous to a person working in a bureaucratic system because the latter is supposed to operate in the bureaucratic style whereas the former is not necessarily expected to do so while working in a non-bureaucratic system, meaning thereby that organisational situation plays an important role in affecting the behaviour of individuals. Meyer also gave somewhat similar views. According to him bureaucracy is the mortal enemy of creative processes.

Kirton (1984) also hypothesised that organisational climate can be predicted by inclination towards innovation or towards adaptation. The mean score of managers working in a stable environment will incline towards adaptation whereas the mean score of managers working in a turbulent environment will incline towards innovation. Thomson (1980) in his study on middle rank civil servants and managers in multinational companies supported Kirton's

hypothesis. He observed that middle ranking civil servants were inclined towards adaptation and managers of multinational firms towards innovation.

Tolerance of Ambiguity as a Correlate of Managerial Effectiveness and Creativity

As the changes are brought about, organisations resort to downsizing, restructuring and mergers. This step of the management causes anxiety, stress and feeling of insecurity among the employees (Jick 1985), because their position in their organisation concerning the nature and existence of jobs becomes ambiguous. With change, there also start a number of cyclic reactions and, if proper care is taken then it can lead to increase in performance, otherwise the process initiated by the management can boomerang and hit back.

Relationship of tolerance of ambiguity as a correlate of managerial effectiveness has been brought out in the literature on management of change. For example, Holmes [1974] maintained that life events being stressful or whenever changes are brought about in a person's life, he is put under great stress. Persons showing high threshold to stress at the time of change are showing high tolerance to change and person showing low threshold to stress are showing low tolerance to change. If the stress crosses the optimum limit, it becomes distress and brings decline in performance.

The term adaptation is synonymous to tolerance to change. According to Hersay and Blanchard (1977), more adept a manager is to meet a particular situation and needs of his/her subordinates, the more effective the latter will be in achieving personal and organizational goals. Sen et al (1977) feels that managerial

effectiveness is the function of individual as well as organisation. The contribution of individual is through his intrinsic motivation and therefore, if an individual is intrinsically motivated along with extrinsic motivation provided by the organisation, managerial effectiveness will be high. So at the time of change, if a manager is intrinsically motivated and organisation provides extrinsic motivation then change process will be smoother and effective.

In number of researches, low performance of a manager or organisation has been attributed to change as a cause. When organisation doing well performs poorly then there starts a catalytic reaction where performance also acts as a catalyst and change is brought about (Kiesler and Sproul, 1986). As performance falls, there starts a soul searching which results in change (March and Simon, 1958). According to Finkelstein and Hambrick (1986), managers of poor performing organisations have less difficulty in overcoming resistance to change i.e., the managers of the poorly performing organisation will show high tolerance to change. The relationship between poor performance and change was also confirmed by Boeker (1997). When performance is low and resistance to change is also low, it can be attributed to the logic that managers of low performing organisation see their position to be unstable and this puts them under stress to perform and they see change as an opportunity.

Tolerance of ambiguity as a correlate of creativity has been reported in a study by Berkshire (1995) where behaviour was categorised in two ways i.e., one that was encouraging creativity and the other that was discouraging creativity. Out of many behavioural aspects that were found to encourage creativity, one was willingness to change. If a person is willing to change, that also implies that stress is within optimum limits. This could be possible as he is ready to tolerate it and exhibits

high adaptability. The difference between the attitude of two sets of people i.e., one willing to change and other not accepting change can be attributed to fear of failure. Individuals not accepting change see their capability (before change) to be outdated after change thus jeopardising their position in the organisation. The individuals accepting change may also fear that change will outdate their capacity but this fear may be neutralised as they have confidence in their relearning capabilities.

Fear is one of the behavioural aspects which discourages creativity (Berkshire, 1995). Motivation is a basic requirement for being creative and to bear the stress of change. Relationship between creativity and motivation was confirmed by Amabile (1997). Rosen and Milbourne (1995) feel that change should not be imposed by the organisation, instead it should emerge out of commitment of the manager. Individual in an organisation will only be committed when his/her motivation level is high. This high level of motivation will facilitate creativity and change. Further, ambiguity when accompanied by change can affect the self-esteem of the individual. Threat to self-esteem is painful and stressful and generates anxiety. On the other hand, anxiety beyond a point adversely affects creativity.

Learned Helplessness as a Correlate of Managerial Effectiveness and Creativity

Literature review of learned helplessness as a correlate of managerial effectiveness revealed no such relationship. However, on the basis of literature review, following indirect relationship between the two variables can be predicted i.e., high personal and unrealistic expectations are stressors causing powerlessness (no control) which further can lead to job burnout. In turn, burnout in a manager will definitely affect his managerial effectiveness. According to Leatz and Stolar (1993),

burnout is physical, emotional and mental exhaustion with provenance (origin) in long term involvement in stressful and emotionally demanding situations. Along with stressful and emotionally demanding situation, high personal expectation also plays an important role in precipitating job burnout. Here in this definition, stress is seen as a precipitating factor in job burnout. While discussing condition for occurrence of job burnout, Roger (1984) also asserts that organisational or individual stressors with unrealistic ambitions or expectations form a baneful alliance creating or manifesting itself in the form of stress, fatigue, frustration and the feeling of personal helplessness and guilt. The productivity and work motivation of a person high on personal helplessness and guilt (no control and low self-esteem), stress, fatigue and frustration will undoubtedly be low. Researchers over the years have also observed the effect of unrealistic expectations or ambitions e.g., unrealistic expectations cause stress when they are not fulfilled which ultimately leads to the feeling of powerlessness. Ashforth(1989) researching on nursing personnel observed that nursing personnel exercise considerable control and authority over their job. But due to interference from the superior, opposite may be possible i.e., when they have little or no say in policy making and when they perceive their inability in meeting the needs of their patient, then a feeling of having no control and authority creeps in and the perception of powerlessness is enhanced.

This negative difference between desired power and actual power to bring change, according to Jackson et al (1986) affects an individual's sense of efficacy and contributes to job burnout. Further, the stress can be of two types i.e., eustress and distress. While eustress enhances performance, distress inhibits performance. Natural reaction of a person under stress is to cope with his stress but a person high on helplessness believes that no effort on his part in controlling the situation is

going to be successful and thus coping pattern which he adopts to deal with stressful situation is escape and avoidance(Pattanayak et al.,1995).Thus, when a manager who is high on helplessness is confronted with a stressful situation , his first reaction will be the feeling of loss of control and the consequent result will be failure and declining managerial effectiveness.

According to Alloy and Abramson (1979), helplessness is related to work motivation and depression. Higher the helplessness, higher is the depression and lower will be motivation. Seligman's (1975)hypothesis also stated that alongwith anxiety, helplessness is also related to depression. The studies conducted by Gatchel et al (1975) and Gatchel and Procter (1976) also supported the hypothesis that learned helplessness involves anxiety and depression .But low motivation, high depression and anxiety associated with high helplessness are against the desired characteristics required in a manager for higher managerial effectiveness. For example, Greene (1975) in his definition of executive included inner drive i.e., intrinsic motivation as a desired quality of an executive . Alloy and Abramson (1979) also reported that work motivation and helplessness were related.

The relationship between learned helplessness and creativity is also reportedly mediated through intrinsic motivation.An individual high on learned helplessness feels loss of control over the outcome (Seligman, 1975), and when such an individual faces a challenging situation which requires risk taking on his part then such an individual will not be able to stand up to the occasion as risk taking will be low due to low intrinsic motivation and fear of failure .Creativity of such a person is low because according to Amabile(1997),positive sense of

challenge in work (intrinsic motivation) is one of the important predictors of creativity. In his componential theory of individual creativity, Amabile (1983) gives three major components of individual creativity of which one is intrinsic task motivation.

In a study conducted by Amabile et al (1996), work load pressure along with other two dimensions acts as an obstacle in organisational creativity and work load pressure acts differently on helplessness as work load increases helplessness. According to the study conducted by Chandrasekar (1996) on nursing staff, it was found that as case load pressure on a nurse increases, helplessness and depersonalisation also increase with decrease in the sense of accomplishment. Therefore, when an individual perceives loss of control over the events surrounding him or her i.e., learned helplessness then, such an individual is under stress which in turn is accompanied by anxiety. While the level of anxiety generated will differ from person to person but when this anxiety crosses the threshold level it will adversely affect both managerial effectiveness as well as creativity of the individual who is high on learned helplessness.

Based on the review, the following hypotheses have been formulated for the present study:

Hypothesis (H1): - Organisational climate is positively related to managerial effectiveness.

Hypothesis (H2): Organisational climate is positively related to managerial creativity.

Hypothesis (H3): Learned helplessness is negatively related to managerial effectiveness.

Hypothesis (H4): Learned helplessness is negatively related to managerial creativity.

Hypothesis (H5): High tolerance of ambiguity is positively related to managerial effectiveness.

Hypothesis (H6): High tolerance of ambiguity is positively related to managerial creativity.

CHAPTER III

RESEARCH METHODOLOGY

The Study : The present investigation is an exploratory study based on survey type of research .The study aims to understand the impact of situational variables (organisational climate) and personal variables (tolerance of ambiguity and learned helplessness) on the dependent variables of managerial effectiveness and creativity.

The Sample: The Sample consists of 64 managers from 5 companies of Steel and Textile sector. The selection of sample was based on random sampling technique. The sample was taken from private and public sector organisations. The respondents were personally contacted and requested to fill up the scales.

A. Tools for Data Collection : The following standardized measures were used in the study.

i. **Organizational Climate:** It has been operationally defined as the "summation of the individual perceptions of the members of an organisation "The climate was measured through scale developed by Pareek (1975).This scale is an Indian adaptation of Litwin and Stringer (1968) scale .It is known as motivational analysis of organizational climate (MAO-C) .There are some variations from the original version and ranking method is used in comparison to rating method given by Litwin and Stringer. The climate is assessed in terms of achievement, expert power, extension, affiliation, dependency and control in twelve areas: orientation, interpersonal relationship, supervision, managing mistakes, managing conflicts, communication, decision – making ,trust, managing rewards , risk taking, and innovation and change. Reported reliability and validity of the scale is high.

ii. **Tolerance of Ambiguity:** It has operationally been defined as "perception and reaction of people to unclear and vague situations with newness, complexity and multiplicity". Tolerance of Ambiguity was measured through a scale developed by Vaill (1989). This scale consists of 24 items and out of the five responses starting from very pleasant to very unpleasant one of the responses is to be chosen. Reported reliability and validity of the scale is high.

iii) **Learned Helplessness Scale:** It has been operationally defined as "generalisation of learning process resulting in persons learning that the outcome of events is beyond the control of their resources i.e. feeling of the loss of control over the events". The Learned Helplessness was measured by the scale developed by Dhar et al (1987). The responses in this scale are made in the form of 'Yes', 'uncertain' and 'No'. The maximum score which can be scored is 45 and minimum is 15. The dependability coefficient (Test retest) with an interval of 7-10 days was found to be 0.77 by authors of the scale

iv. **Managerial Effectiveness:** It is operationally defined as "manager's ability to deal with different situations that he faces from time to time" and was measured by a scale developed by Mott(1971). This scale consists of 8 items and the score ranged from 1 to 40. Each item of the scale consisted of five responses and one response was to be chosen. The validation of this scale was done by using factor analysis. The Validity and reliability of the scale have been reported to be high by the author.

v. **Managerial Creativity :** It has been operationally defined as "breaking of old assumptions and beliefs giving rise to new thoughts .Creativity is ability to explore new relationship by viewing subjects from new angle and forming new permutations and combinations" It was measured by the scale developed by Jain et.al.(1997). This scale consists of twenty-five items. The responses are to be made by choosing

one of the five given options from strongly agree to strongly disagree. The maximum score which can be scored is 125 and minimum score is 25. The reliability and validity of the scale have been reported to be 0.83 and 0.91 respectively.

B. Tools for data Analysis:

Data analysis was done by using window based statistical package in social science (SPSS). The Statistical tools used were Correlation analysis, Multiple Regression analysis, backward regression analysis, and difference in means was tested by t-test.

CHAPTER IV

RESULTS AND DISCUSSION

The **dependent variables** of the study were:

(i) **Managerial Effectiveness**, and

(ii) **Managerial Creativity**

The **Independent variables** of the study were:

(i) **Learned Helplessness**

(ii) **Tolerance of Ambiguity**, and

(iii) **Organisational Climate**

(The dimensions of organisational climate include: achievement dominance, expert power, extension dominance, affiliation dominance, control dominance, dependency dominance).

t-TEST RESULTS

The t-test is used for judging the significance of difference between the means of two samples. In this study, the scores of independent variables were sorted as high and low by dropping all the questionnaires with median score and treating the questionnaires having higher score than median as "high" and those having lower score than median as "low". The means of dependent variables (managerial effectiveness and managerial creativity) for high and low values of independent variables were calculated (table 1). To test the difference between the means, t-values were calculated and their significance was tested. No significant differences in the means of managerial creativity were obtained for organisational climate dimensions (achievement dominance, expert power, extension dominance, affiliation, dependency and control dominance).

The other dependent variable of the study i.e., managerial effectiveness showed significant differences in the means for organisational climate dimension of extension whereas with other dimensions of organisational climate (i.e., achievement dominance, expert power, affiliation and control dominance), differences in the means of managerial effectiveness were not significant.

CORRELATION RESULTS

The intercorrelation matrix (table 2) indicates that a significant relationship was found between organisational climate dimensions of achievement dominance, extension dominance and affiliation dominance and the dependent variable of managerial effectiveness. However, no significant relation was found between any of the organisation climate dimensions and other dependent variable i.e., managerial creativity.

The intercorrelation matrix (table 2) also shows that no significant correlation existed between the independent variables (learned helplessness and tolerance of ambiguity) and the dependent variables (managerial effectiveness and creativity)

Another interpretation of correlation was made by calculating coefficient of determination (R^2) for significant correlations of managerial effectiveness and organisational climate dimensions. These values are calculated and reported in table 3, which shows variance caused by extension (11.69%), achievement (11.24%) and affiliation (8.45%) dimensions of organisational climate on managerial effectiveness. However, the relationship obtained between managerial effectiveness and these three organisational climate dimensions needed further

analysis in order to determine the cause-effect relationship and the impact of these dimensions on the prediction of managerial effectiveness i.e., regression was required which has been presented in the subsequent section on regression results

REGRESSION RESULTS

Managerial Effectiveness as Dependent Variable- The main objectives of multiple regression analysis taking managerial effectiveness as dependent variable are as follows:

*.To measure the coefficient of determination (R^2) or the proportion of variation in the dependent variable, which is explained by the independent variables.

*.To establish a regression equation, which provides estimate of the dependent variable from the values of independent variables.

Multiple Correlation analysis involves the measurement of the degree of strength of the relationship between the dependent variable i.e., managerial effectiveness and independent variables i.e., organisational climate dimensions (achievement, expert power, affiliation, control and dependency), learned helplessness and tolerance of ambiguity. The strength of relationship is measured by the ratio of explained variation to total variation, where explained variation is the variation in the dependent variable attributed to the movement in the independent variable (collectively). This measure is known as coefficient of determination (R^2) and is .28. This shows a degree of association which is low between dependent and

independent variables. The multiple correlation (R) (which is the square root of coefficient of determination) is 0.53.

The value of coefficient of multiple correlation (R) suggests a moderate degree of correlation, which can be due to chance or can be an indicator of pattern. To ascertain a true pattern the following null hypothesis was developed and tested.

Null hypothesis (H01): There is no relationship between dependent variable of managerial effectiveness and the independent variables taken collectively i.e., the regression is not significant.

Alternate Hypothesis (H1): Some or all of the independent variables in regression equation have impact on the dependent variable.

Since the computed value of 'F-ratio' is higher than the critical value of F ($P < 0.01$, $df=53$), the null hypothesis (H0) stands rejected and the alternate hypothesis is accepted (table 4) i.e., there exists a significant relationship between managerial effectiveness and independent variables and by the use of regression, the estimates of the dependent variable i.e., managerial effectiveness can be predicted from the values of independent variables (organisational climate dimensions, learned helplessness, tolerance of ambiguity). The acceptance of hypothesis (H1) indicates some or all variables have some kind of cause and effect relationship with the dependent variable of managerial effectiveness.

Some of the variables in the regression equation may not contribute significantly in estimating the value of managerial effectiveness. Such variables are sorted by the use of backward regression. From Table 4, it is clear that out of the situational

variable (organisation climate dimension) and personal variables (tolerance of ambiguity and learned helplessness), only some dimensions of organisational climate were found to affect managerial effectiveness, whereas the personal variables (tolerance of ambiguity and learned helplessness) were not found to affect managerial effectiveness. It is also clear that these regression equations were significant at .001 level of significance ($F=5.9332$, $P<0.01$). The dimensions of organisational climate (situational variable) which were found to be affecting the managerial effectiveness were : achievement, extension, expert power and control.

Further, on comparison of beta weights of organisational dimensions of achievement, expert power, extension and control dominance, it was found that extension dominance dimension of organisational climate has relatively more impact on managerial effectiveness followed by achievement, expert power and control dominance dimensions of organisational climate.

Managerial Creativity as Dependent Variable

Null Hypothesis (H02): There is no relationship between dependent variable of managerial creativity and the independent variables taken collectively i.e., the regression is not significant.

Alternate Hypothesis (H2): The regression is significant, which indicates that some or all the independent variables affect the dependent variable of managerial creativity. Since the computed value of F ratio is lower than the critical value of F ($P<0.10$, $df= 53$), the null hypothesis is accepted and alternate hypothesis is rejected. The alternate hypothesis rejection indicates that there exists no

significant relationship between managerial creativity and independent variables. The coefficient of determination ($R^2 = .13$) and coefficient of multiple correlation ($R = .36$, table 5) for managerial creativity were not found significant (for df numerator = 10 and df denominator = 53). The 'F ratio' computed was less than that of tabled 'F' values at = 0.05 level of significance. So the null hypothesis is accepted, i.e., none of the independent variables were found to affect managerial creativity.

DISCUSSION

Organisational Climate (achievement dominance) and Managerial Effectiveness: - A significantly positive correlation between achievement dominance and managerial effectiveness ($r = - 0.33, p < .01$)^{*} was found in this study. The difference in the means of managerial effectiveness scores when organisational climate dimension of achievement dominance was kept high and low was not significant, but on regression it was found to have an effect on managerial effectiveness. The relationship between achievement dominance and managerial effectiveness can be justified by evaluating the definition of achievement dominance given by Pareek (1975). The two main points of this definition are: (i) in achievement dominance climate, people prefer to solve problems by themselves (i.e., they demonstrate autonomy and responsibility) and (ii) they are concerned about completing task. The relationship of autonomy and responsibility with managerial

^{*} (-)^{ve} sign must be read as (+)^{ve} sign as ranking method is used to measure organisational climate

effectiveness has been reported by Paul (1983) who in his study observed that when managers perceive climate as autonomous then they are more effective in comparison to managers who do not perceive their climate as autonomous. Similarly, Venkatraman et al (1983) found that one of the qualities of an effective manager is the willingness to assume responsibility

'Achievement dominance' climate is also characterised by manager's concern for achieving task. Steers (1977), therefore, observed that climate which emphasises goal attainment (and at the same time encourages mutual support, co-operation and participation) will demonstrate high level of managerial effectiveness.

In another study, Ghiselli (1971) identified eight personality and five motivational traits necessary for managerial success and the trait for occupational achievement was identified as one of these traits. In this study, Ghiselli found that higher the occupational achievement, higher will be managerial success. Similarly, Kumar (1970) also felt that achievement orientation is an important ingredient for managerial effectiveness.

McClelland(1961) claims that the achievement motivated people have tendency to spend time thinking about doing things better. This tendency of achievement motivated individuals makes them successful. McClelland and Boyatgis (1982) also felt that achievement motivation and managerial success are correlated. The same results were also confirmed by Hoque and Ali(1988), while studying the performance of employees of public sector commercial banks in Bangladesh .

Organisational Climate (extension dominance) and Managerial Effectiveness:

The relationship obtained on correlating 'extension dominance' with 'managerial

effectiveness' was found to be positive and significant ($r=-0.34, p<0.01$). The difference in the means of 'managerial effectiveness' when organisational climate dimension of 'extension dominance' was kept high and low was significant. On regression also it was found to have a cause and effect relationship with managerial effectiveness.

According to Pareek (1975), 'extension dominance' denotes high concern to develop people and groups. People at work are treated as human beings requiring management concern for their welfare instead of being treated for their roles. At such a place, people are ready to help each other. Supervisors take interest in the growth and development of their subordinates and people try to handle problems and conflicts. Supervisors extend their support to subordinates for their growth and development. Studies have been conducted which confirm the above relationship. For example, Likert (1961) in his study found that employee centred supervisors (in comparison to job centred supervisors) were high on effectiveness. Similar results were also reported by Fredericksen (Dharmani, 1990) who found that employee centred climate resulted in high performance. However, Blake and Mouton (1964) on the basis of their now well known Managerial Grid had concluded that best managers are those who show concern for both people as well as task i.e., higher the concern for people and task, higher will be the effectiveness of managers. Earlier, Halpin (1959) had reported that effective and desirable behaviour is characterised by high scores on initiating structure and consideration, while ineffective and undesirable leadership behaviour is marked by low scores on both dimensions.

* (-)^{ve} sign must be read as (+)^{ve} sign as ranking method is used to measure organisational climate

Further, according to Kahn (1990), people involve themselves to varying degrees (physically, cognitively and emotionally) in the roles they perform. Higher their involvement, higher will be their performance and the term which best describes the involvement of an individual is "personal engagement". According to Kahn 'personal engagement' is the way the people engross themselves to their work roles. Three psychological conditions necessary for personal engagement as identified by Kahn(1990) were : meaningfulness, safety and availability. Out of the three conditions identified, two conditions can be predicted to have an association with organisational climate dimension of extension.

'Extension dominance' climate is characterised by genuine concern for employee welfare i.e., the climate is employee centred. Here supervisors take special interest in helping subordinates grow and develop. According to Gibb (1961), the employee feels safer in the climate characterised by supportiveness. The resultant is when employees perceive climate to be safe, they express themselves without fear of negative consequences to self image, status or career and a feeling of meaningfulness is generated in people, making them feel as worthwhile, useful and valuable (as if employee's presence will affect the successful functioning of the organisation). This feeling of meaningfulness can be expected to be high in extension dominance climate as the concern shown by the organisation to develop people and group will generate the feeling among the employees that they are very important and their presence is needed for successful functioning of the organisation.

The relationship which can be predicted between 'managerial effectiveness' and 'extension dominance' dimension of organisational climate is positive because performance is affected by 'personal engagement' and the two conditions which

affect personal engagement i.e., safety and meaningfulness can be predicted to be related positively to extension dominance.

Organisational Climate (affiliation dominance dimension) and Managerial Effectiveness: A significantly positive relationship ($r=0.29$, $p<0.01$)* was found between the affiliation dominance dimension of organisational climate and managerial effectiveness.

Earlier, Singh (1994) had reported that organisational climate dimension of 'affiliation dominance' among professionals is negatively related to role stress. A few studies have also reported that there exists a negative relationship between 'managerial effectiveness' and stress. Further, researchers found that 'managerial effectiveness'(performance) is negatively related to role conflict (Schuler, 1975) and Stress (Singh 1992, and Mohan and Chauhan 1997). Therefore, it can be inferred that organisation high on 'affiliation dominance' dimension of the organisational climate will help in enhancing effectiveness of a manager(because affiliation dominance is negatively related to role stress and role stress, in turn, has been found to be negatively related to managerial effectiveness)

In this study, it has been found that prevalence of organisational climate dimension of affiliation dominance is not conducive for managerial effectiveness i.e., affiliation dominance dimension of organisational climate and managerial effectiveness are negatively related. The significantly negative relationship between managerial effectiveness and affiliation dominance dimension of organisational climate needs to be understood by evaluating the measures used for

* (+)^{ve} sign must be read as (-)^{ve} sign as ranking method is used to measure organisational climate

these two variables. Managerial effectiveness scale used in this study emphasises on productivity. The criterion used to measure effectiveness of a manager is productivity, flexibility and adaptability (Mott,1971).On the other hand, affiliation dominance dimension of organisational climate (MAO-C) is characterised by people striving for friendliness, warmth and affectionate relationship _i.e., maintaining good relationship is given importance rather than the emphasis on productivity or the task to be accomplished. Therefore, if managerial effectiveness is viewed in terms of productivity, flexibility and adaptability only, the negative relationship with affiliation dominance dimension of the organisational climate is important to take note of Pareek (1975) has explained the genesis of role expectation conflict with the help of a model depicted in figure 1.The figure highlights that when top management expects a manager to be highly productive and, on the other hand, his subordinates expect him to be concerned with their social needs and welfare, both the expectations are contradictory and bring him under stress. This type of stress is experienced by role occupant (Manager) when there are conflicting expectations or different demands by different role senders (management or subordinates). Therefore, while managerial effectiveness in this study was found to be positively related to organisational climate dimensions of 'achievement' and 'extension, the negative relationship between managerial effectiveness and 'affiliation dominance' needs further exploration because of the description given by Mott (1971) of managerial effectiveness in terms of productivity, flexibility and adaptability. Further, affiliation dominance dimension of organizational climate and managerial effectiveness showed significant results in terms of t-test and correlation, but on regression these variables did not show any significant cause and effect relationship. It is therefore, concluded that affiliation dominance dimension of organisational climate does not affect the dependent variable of managerial effectiveness, hence needs to be further testified on larger sample.

Organisational Climate Dimension (expert power) and Managerial

Effectiveness: One of the dimensions of organisational climate which was found to affect managerial effectiveness was 'expert power'. In a study conducted by Student (1968), it was found that expert power and referent power are positively correlated to four or five measures of performance. Ivancevich and Donnelly (1970) also found referent and expert power to be positively related to performance. Natemayer (1975) also found expert power to be related to performance alongwith job satisfaction. But in this study, on correlation and difference in means of managerial effectiveness none of the results were found to be significant. Thus raising a doubt that cause and effect relationship between the two variables may be a matter of chance.

Learned Helplessness and Managerial Effectiveness: The personal variable of the study i.e., learned helplessness did not yield any significant difference in terms of t-test, correlation and regression analysis. The concept of helplessness is all about control. When a person perceives himself unable to control his life, it is a powerful negative stimulus (Lamberth, 1980). There are two possible ways in which a person can fight this situation. One is by trying to get control and other is by believing in external control i.e., whatever is happening is beyond his control. This concept of external control is in accordance with the postulate of Srimad Bhagwat Gita which says keep working and do not worry about results and leave the results to almighty. This Sloka of Gita emphasises on internal locus of control while working towards a goal, but emphasises external locus of control so far as results and rewards are concerned (figure 2).

In a recent study conducted by Jain (1998), the results showed that 94percent of Indians believed in God and one of the respondent said " religion is believing in control " .The feeling of helplessness perhaps does not significantly affect the managerial effectiveness of Indians as far as results and rewards of their goal directed activities are concerned i.e., the belief in God may act as a coping mechanism against the feeling of helplessness .

Organisational Climate Dimensions and Managerial Creativity : Organisational climate dimensions did not yield any significant difference in terms of t-test ,correlation and regression analysis with managerial creativity.This insignificant relationship suggests the need to conduct further studies with a larger sample and in varied organisations so as to explore this relationship further, because the relationship of organisational climate and creativity has been reported (Meyer 1998,Kirton 1984) . Explanation for insignificant relationship , according to Adams (1975),purports that there are number of barriers to creative thinking and one of these barriers is emotional block, which includes : fear of failure ,inability to tolerate ambiguity, preference for judging ideas rather than generating ideas , inability to relax and put problems aside for a while ,the desire to succeed quickly. lack of control over one's imagination and inability to distinguish reality from fantasy. Taking Adam's idea of emotional blocks, two groups can be identified i.e., one group with emotional blocks and one without emotional blocks. By seeing the characteristics of individuals with emotional blocks as given by Adams, it can be predicted that these groups of people can be easily affected by organisational climate dimensions On the other hand, people with no emotional blocks are not going to be easily affected by organisational climate dimensions

Another possible reason which can also be attributed to insignificant relationship between organisational climate dimensions and managerial creativity is 'thinking tendency'. It can be concluded from the definition of thinking tendency that once a particular thinking pattern is developed in an individual, the likelihood of developed pattern of thinking tendency is more to occur irrespective of the circumstances prevailing in the organisation. Further, according to Perkins (1981) creative people have a tendency to think in terms of opposites and contraries. Therefore, in the case of this type of people i.e., individuals with opposite and contrary pattern of thinking tendency, creativity and organisational climate dimensions may be independent of each other.

Managerial Creativity and Learned Helplessness: The t-test, correlation and regression results yield an insignificant relationship between learned helplessness and managerial creativity. It can be explained in terms of learned helplessness being cognitive in nature i.e., left brain function, whereas managerial creativity being a right brain function do not relate to each other. However, the relationship needs to be further explored in terms of cause and effect relationship.

Implications of the Study

In this study two dimensions of organisational climate i.e., extension and achievement dominance have been found to affect the dependent variable of managerial effectiveness. The relationship between extension dominance dimension of organisational climate and managerial effectiveness is positive. High extension promotes managerial effectiveness. Organisations should take care to induce such type of climate where high concern is shown to develop people and groups. Employees in the organisation should be treated as human beings. Supervisors in such an organisation must be trained to help subordinates grow and develop. At the time of crisis supervisors must be capable to show empathy and resolve conflicts.

The second significant relationship was obtained between achievement dominance dimension of organisational climate and managerial effectiveness. Higher the achievement dominance in managers, harder they will strive to attain their personal as well as organisational goals, thus raising their effectiveness and that of the organisation. Management thus needs to take care that during recruitment and selection, the recruits show high concern for excellence and competition (within and outside), Information is available freely for decision making and the achievers are duly rewarded.

When an organisation is emphasising on managerial effectiveness, competition is high where one is trying to be better than other. In such a situation, there is high pressure to outbeat the other and in doing so organisation may lose its human face and this in turn may come heavily on the managers in the form of stress, anxiety, frustration, helplessness and many other forms of psychological pressures. In this

study, it was found that among Indians feeling of learned helplessness does not affect managerial effectiveness. The possible reason can be the deep belief of Indians in the philosophy of Bhagwat Gita, which says that "one's duty is to work and not to worry for results". This philosophy may be more pertinent in today's environment where there is all round interdependence and result of one's action is a resultant of so many interacting variables over which one can never have complete control.

Summary

The aim of this study was to observe the effect of organisational climate, tolerance of ambiguity and learned helplessness on managerial effectiveness and creativity. The chapter I of this report in detail explains conceptual framework of variables alongwith objectives of the study. Independent variables of the study have been classified in two groups i) situational and ii) personal variables .The situational variable of the study is organisational climate ,which has been operationally defined as the summation of the individual perceptions of the members of an organisation.

One of the personal variables of the study is learned helplessness, which has been operationally defined as generalisation of learning process resulting in persons learning that the outcome of events is beyond the control of his resources i.e. feeling of loss of control over the events. This feeling when deeply ingrained in an individual can incapacitate him. The other personality variable of the study is tolerance of ambiguity, which is operationally defined as perception and reaction of people to unclear and vague situations with newness, complexity and multiplicity.

The dependent variables of the study are managerial creativity and effectiveness. The operational definition of creativity for our purpose here is breaking of old assumptions and beliefs giving rise to new thoughts. Creativity is ability to explore new relationship by viewing subjects from new angle and forming new permutations and combinations. When this ability is used by a manager in solving the problem of an organisation then it can be labelled as managerial creativity .The other dependent variable of the study is managerial effectiveness. Various points of view have been emphasised by researchers over the years but differences still exist. Managerial effectiveness is operationally defined as manager's ability to deal with different situations that he faces from time to time. The chapter I is concluded with objectives of the study .

The chapter II of this study carries the review of literature .It presents the relationship between the dependent and the independent variables as studied by the researchers over the years .On the basis of review of literature ,the following hypotheses have been formulated.

Chapter III of this study is about methodology, It gives description of the study, the sample ,the tools used for data collection and statistical analysis. The present investigation is an exploratory study based on survey type of research with a sample size of 64 managers from private and public sector organisations. Managers were approached and asked to fill up the scales, which are standardised tools measuring organizational climate, tolerance of ambiguity, learned helplessness, managerial effectiveness and managerial creativity. The scales used in the study are:

- a) Organizational Climate Scale -Indian adaptation of Litiwin and Stringer (1968) scale developed by Pareek (1975) was used for the measurement of organisational climate
- b) Tolerance of Ambiguity Scale (Vaill,1989)
- c) Learned Helplessness Scale developed by Dhar et al (1987).
- d) Managerial Effectiveness Scale developed by Mott (1971)
- e) Managerial Creativity Scale developed by Jain et. al.(1999).

The statistical tools used were correlation analysis, multiple regression analysis, backward regression analysis and difference in means tested by t-test.

Chapter IV carries results and discussion. The findings of the study after application of various statistical tools have been reported and discussed in this chapter.

The present study intended to examine the impact of independent variables, such as organisational climate, tolerance of ambiguity and learned helplessness on dependent variables of managerial effectiveness and creativity. When the findings of the study are discussed in the light of objectives the following conclusions could be drawn:

- a) Organisational climate dimensions extension and achievement dominance have an impact on managerial effectiveness. In case of extension dominance correlation, t-test, and regression were significant with managerial effectiveness but in case of organisational climate dimension of achievement dominance and managerial effectiveness correlation and regression analysis were found to be significant.
- b) Expert power and control dominance dimensions of organisational climate did not show any significant effect on managerial effectiveness in terms of t-test and

correlation results but on regression these dimensions showed cause and effect relationship. This finding gives a possibility of chance affecting the results of the study.

c) Dependency and control dominance dimensions of organizational climate and managerial effectiveness scores did not show any significant relationship in terms of t-test, correlation and regression analysis results.

d) Organisational climate did not yield any significant results on correlation, t-test and regression with managerial creativity

e) Managerial effectiveness and creativity didn't show any significant relationship with tolerance of ambiguity

f) The dependent variables of the study, i.e. managerial effectiveness and creativity did not yield any significant t-test, correlation and regression analysis results with learned helplessness.

g) To observe the combined effect of organisational climate, tolerance of ambiguity and learned helplessness on dependent variables backward regression was applied.

When managerial effectiveness was taken as dependent variable, on backward regression, some of the dimensions of organisational climate were found to affect managerial effectiveness, whereas tolerance of ambiguity and learned helplessness did not show any cause and effect relationship

h) Managerial creativity as dependent variable, on backward regression, did not show any cause and effect relationship with any of the independent variables such as organisational climate , tolerance of ambiguity and learned helplessness.

Suggestions for future research

In this study no significant relationship has been observed between organisational climate dimensions and managerial creativity. This observation is in contradiction to the general findings, which may be so because sample size in this study was not very large. The study was restricted to a few organisations only. Therefore, it becomes imperative to conduct a study with larger sample size and in varied organisations.

Researchers over the years have observed the impact of organisational climate on creativity .A study that needs to be conducted is by selecting individuals from different kinds of organisations i.e., with differing organisational climate dimensions and assessing the impact on creativity of individuals and their career paths. The questions which may be investigated are

(a). What are the conditions, which make creative individuals, stay in one organisation or make them hop around? How long will they stay in an organisation and what are the characteristics of such an organisation and how it affects their creativity?

(b). Do creative individuals have a tendency of changing organisations frequently?

Future research should also endeavour to identify organisations on the basis of six organisational climate dimensions of achievement, expert power, extension, affiliation dependency and control. The measurement of managerial effectiveness in corresponding climates will further give an idea about the impact organisational climate dimensions have on managerial effectiveness. In the method used for the present study, the organisations and individuals vary but climate remains constant, whereas in the proposed method, the organisations and individuals are kept constant but climate dimensions are changed. This will be a challenging task for the researchers as it will require to conduct field studies based on controlled and experimental situations

A study of managerial effectiveness and personal variables such as learned helplessness, anxiety, depression and other such variables needs to be conducted keeping in mind the following suggestions:

(a). To study the effect of learned helplessness and other such variables on managerial effectiveness amongst the executives of different religions to further ascertain the role of belief in religious scriptures.

(b). To study the effect of learned helplessness and other such variables on managerial effectiveness of managers belonging to developed, developing and under- developed countries.

After liberalisation India's market economy was open to transitional companies with the opening of India's economy transitional, saw opportunity in the Indian market, with the help of Indian companies, and the Indian companies saw opportunity with transitional by aligning with them .So the resultant was marriage of convenience

(joint venture), as the time passed and initial euphoria started to wane away, the alliance started to face troubled times and it started to fall apart .So, keeping in mind the changing scenario it will be interesting to observe the impact of the of joint venture on organisational climate, tolerance of ambiguity ,learned helplessness, managerial creativity and the combined impact of these variables on managerial effectiveness.Such studies can also be replicated in the organisation during pre and post merger periods. Studies can also be replicated with same independent and dependent

	MEAN of MANG.CY	NUMBER	STANDARD DEVIATION	t-TEST
OC1 LOW	93.08	23	10.668	.26
OC1 HIGH	92.047	22	15.311	
OC 2LOW	90.462	28	14.338	1.690
OC 2 HIGH	96.5	20	8.127	
OC3 LOW	95.333	24	9.608	.80
OC 3HIGH	90.368	19	16.340	
OC 4LOW	94.111	27	9.270	.010
OC 4HIGH	94.086	23	7.166	
OC5 LOW	93.863	22	8.741	.135
OC 5HIGH	94.217	23	8.785	
OC 6LOW	92.047	21	9.270	1.22
OC 6HIGH	94.962	27	7.166	
TOLCHANG LOW	92.185	27	9.257	.816
TOLCHANG HIGH	94.357	28	13.706	
LEAHELP LOW	94.318	22	7.631	653
LEAHELP HIGH	95.762	21	6.730	

TALBE1 (A)

* The value of MANG.CY Mean when various OC dimensions (OC1-OC6) are kept high and low must be interchanged among themselves as ranking method is used to measure organisational climate dimensions (OC1-OC6)

	MEAN of MANGEFF	NUMBER	STANDARD DEVIATION	t-TEST
OC 1LOW	26.173	23	5.069	1.625
OC 1HIGH-	23.727	22	5.025	
OC2 LOW	25.642	28	5.278	.637
OC 2HIGH-	24.65	20	5.163	
OC 3LOW	27	24	4.587	2.236
OC 3HIGH-	23.421	19	5.919	
OC 4LOW	23.925	27	5.045	1.876
OC 4HIGH-	26.608	23	5.033	
OC 5LOW	23.318	22	4.941	1.470
OC 5HIGH-	26.086	23	4.925	
OC 6LOW	25.238	21	5.530	.833
OC 6HIGH	26.518	27	5.079	
TOLCHANG LOW	26.444	28	4.406	.646
TOLCHANG HIGH	25.643	27	4.778	
LEAHELP LOW	25.727	22	4.813	.975
LEAHELP HIGH	24.190	21	5.519	

TALBE1(B)

* The value of MANG EFF Mean when various OC dimensions (OC1-OC6) are kept high and low must be interchanged among themselves as ranking method is used to measure organisational climate dimensions (OC 1-OC 6)

Correlation Coefficients --

	LEAHELP	MANG.CY	MANGEFF	OC1	OC2	OC3
LEAHELP	1.0000 (64) P= .	.0262 (64) P= .837	-.1369 (64) P= .281	.0685 (64) P= .591	.1021 (64) P= .422	-.0886 (64) P= .486
MANG.CY	.0262 (64) P= .837	1.0000 (64) P= .	-.0760 (64) P= .551	-.0035 (64) P= .978	.2281 (64) P= .070	-.1887 (64) P= .135
MANGEFF	-.1369 (64) P= .281	-.0760 (64) P= .551	1.0000 (64) P= .	-.3354 (64) P= .007	-.1328 (64) P= .296	-.3420 (64) P= .006
OC1	.0685 (64) P= .591	-.0035 (64) P= .978	-.3354 (64) P= .007	1.0000 (64) P= .	-.0279 (64) P= .827	.1320 (64) P= .299
OC2	-.1021 (64) P= .422	.2281 (64) P= .070	-.1328 (64) P= .296	-.0279 (64) P= .827	1.0000 (64) P= .	-.0380 (64) P= .766
OC3	-.0886 (64) P= .486	-.1887 (64) P= .135	-.3420 (64) P= .006	.1320 (64) P= .299	-.0380 (64) P= .766	1.0000 (64) P= .
OC4	-.0826 (64) P= .517	-.0792 (64) P= .534	.2908 (64) P= .020	-.3818 (64) P= .002	-.5005 (64) P= .000	.0074 (64) P= .954
OC5	.1435 (64) P= .258	-.0418 (64) P= .743	.2296 (64) P= .068	-.2959 (64) P= .018	-.1073 (64) P= .399	-.4192 (64) P= .001
OC6	.1262 (64) P= .320	.0625 (64) P= .624	.1684 (64) P= .183	-.3992 (64) P= .001	-.4035 (64) P= .000	-.4837 (64) P= .000
TOLCHANG	.0798 (64) P= .531	.1281 (64) P= .313	-.0355 (64) P= .781	-.0301 (64) P= .813	.0001 (64) P= .875	.0360 (64) P= .777

(Coefficient / (Cases) / 2-tailed Significance)

" . " is printed if a coefficient cannot be computed

TABLE 2(A)

* Note: The sign (+/-)^{ve} in the correlation matrix between OC1-OC6 with the other variable must be read as opposite as ranking method is used to measure organisational climate OC1-OC6

Correlation Coefficients

	OC4	OC5	OC6	TOLCHANG
LEAHELP	-.0826 (.64) P= .517	.1435 (.64) P= .258	.1262 (.64) P= .320	.0798 (.64) P= .531
MANG.CY	-.0792 (.64) P= .534	-.0418 (.64) P= .743	.0625 (.64) P= .624	.1281 (.64) P= .313
MANGEFF	.2908 (.64) P= .020	.2296 (.64) P= .068	.1684 (.64) P= .183	-.0355 (.64) P= .781
OC1	-.3818 (.64) P= .002	-.2959 (.64) P= .018	-.3992 (.64) P= .001	-.0301 (.64) P= .813
OC2	-.5005 (.64) P= .000	-.1073 (.64) P= .399	-.4235 (.64) P= .000	.0201 (.64) P= .875
OC3	.0074 (.64) P= .954	-.4192 (.64) P= .001	-.4837 (.64) P= .000	.0360 (.64) P= .777
OC4	1.0000 (.64) P= .	-.2717 (.64) P= .030	.2235 (.64) P= .076	-.1104 (.64) P= .385
OC5	-.2717 (.64) P= .030	1.0000 (.64) P= .	.0974 (.64) P= .444	-.0163 (.64) P= .898
OC6	.2235 (.64) P= .076	.0974 (.64) P= .444	1.0000 (.64) P= .	.1193 (.64) P= .348
TOLCHANG	-.1104 (.64) P= .385	-.0163 (.64) P= .898	.1193 (.64) P= .348	1.0000 (.64) P= .

(Coefficient / (Cases) / 2-tailed Significance)

" . " is printed if a coefficient cannot be computed

TABLE 2(B)*

* Note: The sign (+/-)^{VB} in the correlation matrix between OC1-OC6 with the other variable must be read as opposite as ranking method is used to measure organisational climate OC1-OC6

VARIABLE	r	R ²	VARIANCE(in percentage)
MANAGEFF & OC3	-.3354	.1124	11.24
MANAGEFF& OC4	.2908	.0845	8.45
MANAGEFF& OC1	-.3420	.1169	11.69

TALBE 3

MULTIPLE REGRESSION

Dependent Variable.. MANGERIAL EFFECTIVENESS

Variable(s) Entered on Step Number

TOLCHANG,OC5,OC2,LEAHELP,OC1,OC3,OC6,OC4

Multiple R .56437
R Square .31851
Adjusted R Square .21938
Standard Error 4.26783

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	8	468.20932	58.52616
Residual	55	1001.79068	18.21438

F = 3.21319 Signif F = .0046

Variables in the Equation

Variable	B	SE B	Beta	T	Sig T
LEAHELP	-.116751	.114341	-.118642	-1.021	.3117
OC 1	-.315516	.159691	-.583046	-1.976	.0532
OC2	-.290533	.183941	-.498734	-1.579	.1200
OC3	-.479098	.181874	-.647465	-2.634	.0109
OC4	-.082587	.189995	-.128467	-.435	.6655
OC5	-.173059	.209427	-.233776	-.826	.4122
OC6	-.287719	.158936	-.526372	-1.810	.0757
TOLCHANG	.012115	.040092	.034632	.302	.7636
Constant	97.268054	41.840531	-	2.325	.220

TALBE 4(A)

BACKWARD REGRESSION

Dependent Variable.. **MANGEFF**

Multiple R .53528

R Square .28652

Adjusted R Square .23815

Standard Error 4.21622

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	421.18435	105.29609
Residual	59	1048.81565	17.77654
F =	5.92332	Signif F = .0004	

Variables in the Equation

Variable	B	SE B	Beta	T	Sig T
OC1	-.231663	.067695	-.428094	-3.422	.0011
OC2	-.185376	.077251	-.318219	-2.400	.0196
OC3	-.351630	.098955	-.475202	-3.553	.0008
OC4	-.200649	.089712	-.367081	-2.237	.0291
Constant	67.671895	10.788413	--	6.273	.0000

Variables not in the Equation

Variable	Beta	In Partial	Min Toler	T	Sig T
LEAHELP	-.140670	-.163657	.444719	-1.263	.2115
OC 4	.097257	.085522	.419011	.654	.5159
OC 5	-.153882	-.142820	.368467	-1.099	.2763
TOLCHANG	.019820	.022954	.430883	.175	.8618

TALBE 4(B)

MULTIPLE REGRESSION

Dependent Variable. **MANG.CY**

Variable(s) Entered on Step Number

TOLCHANG,OC5,OC2,LEAHELP,OC1,OC3,OC6,OC4.

Multiple R .35098
 R Square .12319
 Adjusted R Square -.00435
 Standard Error 11.40167

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	8	1004.54717	125.56840
Residual	55	7149.89033	129.99801
F =	.96593	Signif F = .4720	

Variables in the Equation

Variable	B	SE B	Beta	T	Sig T
LEAHELP	.039155	.305467	.016893	.128	.8985
OC 1	.297126	.426620	.233123	.696	.4891
OC 2	.634770	.491405	.462648	1.292	.2018
OC 3	-.076905	.485883	-.044127	-.158	.8748
OC 4	.341309	.507578	.225420	.672	.5041
OC 5	.164552	.559491	.094378	.294	.7698
OC 6	.326852	.424603	.253885	.770	.4447
TOLCHANG	.100630	.107107	.122133	.940	.3516
CONSTANT	16.834419	111.77852	-	.151	.8808

TALBE 5

Abbreviations used in the Tables

MANG.CY: Managerial creativity

MANGEFF: Managerial effectiveness

OC1: organisational climate dimension Achievement

OC2: organisational climate dimension Expert power

OC3: organisational climate dimension Extension

OC4: organisational climate dimension Affiliation

OC5: organisational climate dimension Dependency

OC6: organisational climate dimension control

TOLCHANG: tolerance of ambiguity

LEAHELP: learned helplessness

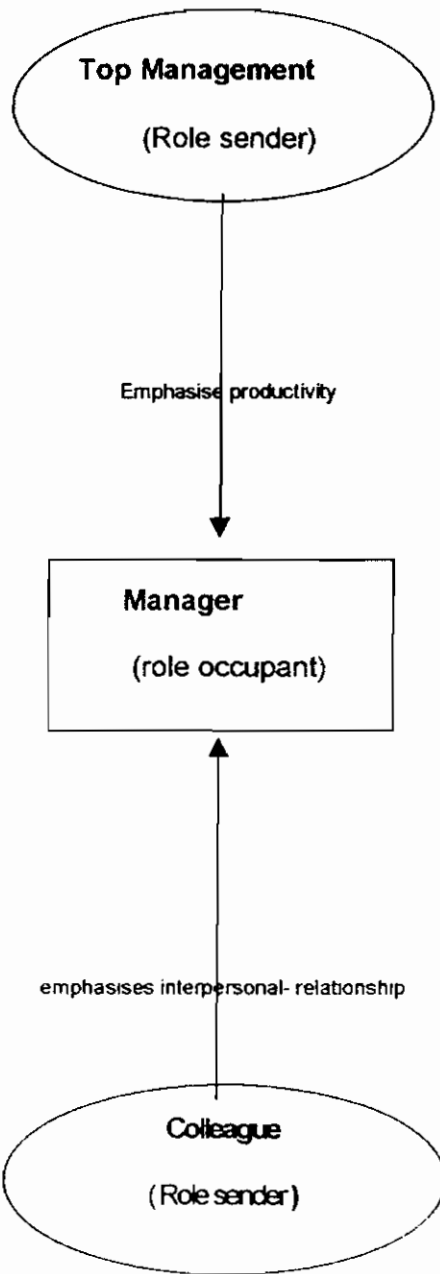


Figure. 1

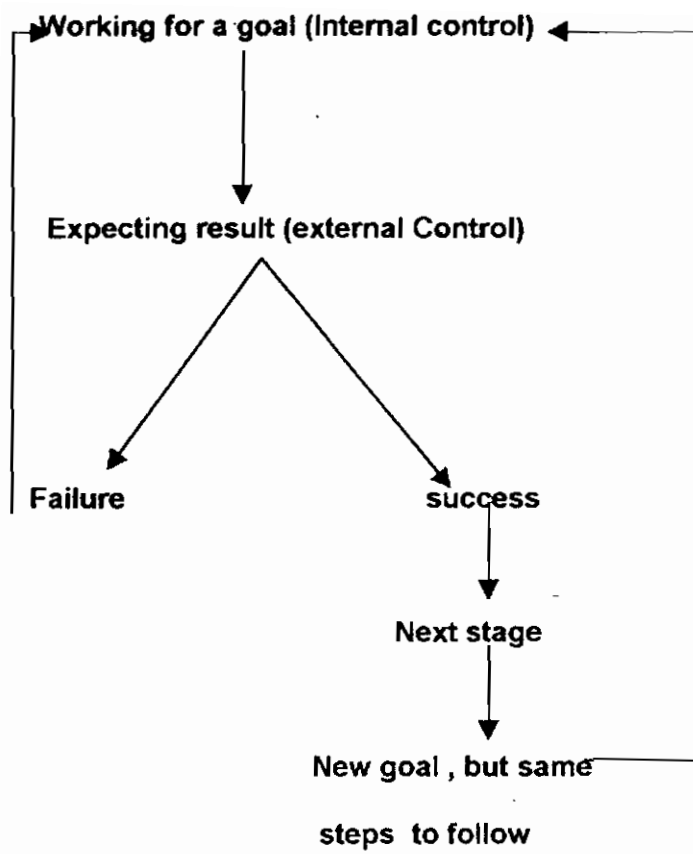


Figure. 2

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