

P R E F A C E

In a general way, I have been curious to understand why organisations create different impressions - that too quite deep and durable - in the minds of individuals who come into regular and intimate contact with them, either as their clients or members. More especially, I have always wondered why different Branches of the same Bank, Faculties of the same University or Departments of the same manufacturing unit, being parts of the same whole and thus having parametric similarities, induce differing feelings and impressions in the individuals who have intimate exchanges with them.

My interest in the subject of Organisational Behaviour prompted me to undertake a systematic search for the factors and forces which, possibly, accounted for such perceptual dissimilarities. The term Organisational Climate provided an academically respectable umbrella to cover my variegated curiosities and hunches about the socio-psychological dimension of organisations into which my urge to work finally landed me.

While I was discussing the possibility of a research into the area of Organisational Climate with my esteemed friend Dr. N.S. Pathak, Professor and Head, Department of

Psychology, M.S. University of Baroda, we both shared a view, rather strongly, that the study of Organisational climate of work organisation qualified for a special and specific search right into the processes of work organisation for their comprehension and eventual formalisation, rather than for one more application of the theories in Sociology and Psychology to the case of work organisation as one of the cases of organisational entity. With his inspiration, I decided upon the study of the issue of measurement of organisational climate through multiple tools and relating it with one of the central themes of work organisation namely, efficiency potential of employees. Since Organisational Climate itself is a socio-psychological phenomenon with a field-force about it, it was thought necessary to relate it with some aspect of human performance that had a dynamic and developmental potential about it. With this experimental view and a cautious enthusiasm, I designed my work. Dr. Pathak reviewed it, encouragingly but critically, making many useful suggestions. But for his sustained interest and academic refereeship, I could not have dared to work in such a tricky and complex area. In fact, his non-directive counselling and broad but meaningful remarks, helped me steer clear of many methodological whirlpools. I take this opportunity of putting on record my deep gratitude to Dr. N.S. Pathak for his affectionate and

expert counselling that proved to be of immense help to me at every stage of my work.

My very special thanks are due to the M.S.University authorities who kindly permitted me to undertake this work, independently.

I have given a word of honour to the Management of the responding the Organisation not to disclose their identity. Hence I refer to it as 'the organisation'. I am happy to gratefully acknowledge their full support, personal as well as administrative, in collecting data from their personnel. To the Top Management of the Organisation who besides giving me the permission provided total back-up facilities to me, and the respondents who spared time to respond to my lengthy questionnaires, meticulously, I owe not merely formal thanks but a grateful acknowledgement of their outright obligation to me.

Professor G.C. Beri, Dean of the Faculty of Commerce and Head, Department of Commerce including Business Administration, has been a perennial source of personal encouragement to me since the commencement of my work. His affectionate inspiration and all-out support helped me sustain my faith in me and my work during moments of depression. I place on record my hearty thanks to him for all that he did for me, expertly and selflessly.

My friend and senior colleague, Shri A.S. Bhatt, Reader in Business Administration, silently and subtly observed the progress of my work and engaged in academic discussions from which I got very useful hints for improving my work.

Dr. Jayaprakash H. Vaidya, a close family friend, acted as my creditor and did not allow me to forget my work and rest. His constant reminders kept me almost on the run. To him, I owe a special debt of gratitude.

My sincere thanks are to my Faculty colleagues Sarvashri A.R. Hingorani, N.S. Patel, G.S. Patel, Kiran Joshi and Miss Hema Kyer who actively assisted me in various phases and aspects of my work. But for their devoted assistance, I could not have completed my work at all.

Mr. B.S. Patel, my senior Departmental colleague, provided two-fold service of organising my data-files, intelligently and doing the necessary referential work during report writing. I heartily record his very useful contribution in my efforts.

I will be failing in my duty if I do not mention, if not^{for} thanks, at least for record, the immense concern and emotional involvement of my wife and mother underwent for such a long period. I really feel guilty when I

recollect how they suffered my occasional irritability and absent-mindedness. I do not thank them, but recollect the experience of their deep affection for me, even now.

Mr. J.S. Kelkar who laboriously and meticulously typed out the report from a nearly mess of material, deserves special congratulations and thanks. He not only acted as a competent typist, but an expert secretary and a senior friend whose main concern was to do his best for me.

(I.P. Vyas)