



Research Article on “Organizational Culture as a driving Tool for developing and Improving Managerial effectiveness”

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Available online at: www.isca.in, www.isca.me

Received 6th May 2015, revised 29th June 2015, accepted 4th July 2015

Abstract

This editorial piece extends reporting of Organizational Culture (OC) in the context of managers and their managerial quality. The study presents the model of eight antecedents of Organizational Culture in relation with eight dimensions of organizational culture that has a positive influence on three dimensions of managerial effectiveness. The viewpoint of the study confined that in today's environment corporate to meet with multiple stakeholder's needs and demands towards organizational, economic, social and environmental value. It is mandatory to have enormous effective and self ambitious staff. Thus, organizations are more dependent on employees who are eager to contribute to effective organizational functioning, in spite of their official role requirements. Thus, employee extra-role behaviours, and managerial effectiveness, have become more and more important for the survival of any organization. This article tends to consider the role of OC and its model in creating managerial effectiveness in the organization. The model explains key determinants of OCs which help a manager to develop its aspiration of affiliation, achievement and power which directly leads toward managerial effectiveness development. In this research the antecedents and dimensions of OC and managerial effectiveness are analyzed and explore the association between these two factors. The outcome of this paper authenticates that the developed “Aspiration model of managerial effectiveness” creates a climate in which through Organizational Culture, managerial effectiveness can be created or enhanced.

Keywords: Organizational culture, managerial effectiveness, employee extra-role behaviours and OCTAPACE.

Introduction

In this new era each one of us is experiencing excess changes in our personal and professional environment. Right from the field of psychology, politics, social, technology, economy etc, every one is encountering the challenge of tough competition. Change has become a cycle and this is also turning very fast. From the traditional school of thoughts now Indian organizations are also converting in commercial and market driven system. Due to high competition existing organization are matching with multinational standard so that they can meet with national and international customers demand. Teece¹ noted that the organizations are facing competition from the MNC in the new liberal and global economy in domestic markets. In this process of upgrading and adapting to new environment the internal structure of organization is becoming not only competitive but aggressive too. With this transformation the most important responsibilities lies with managers. Due to increasing job demand the pressure on managers also augments.

Alone managers can not perform the task of transformation thus organization need to build organizational culture as a driving tool for developing and improving managerial effectiveness. Therefore for organizations it is time to introspect the mundane system and reflects on the new strategies through which the management can guided the business. So that now they continue need to learn from the past and need to implement it into the

present have to develop and find a solution to deal with globalization and its challenges. Along with it they need to create a workforce of managers who all are more effective and efficient. Drucker² notes that effectiveness is the foundation of success whereas; efficiency is the minimum condition for survival after success. Effectiveness is doing the right things. The question of effectiveness is concerned with performance “which means the “execution of an act”. The manager is expected to get the right things done and it is simply saying that he/ she is expected to be effective. Today, the knowledge base of managers is the fundamental asset of an organization. And the knowledge of managers can only be respected and rewarded when it can make a contribution to the organization.

Managerial Effectiveness is most important is present scenario and can not be neglected by management. Effective manager contribute in the success story of the organization. An effective manager is one who is positive in his personality and having an ability to manage process and results independently and interdependently. Managerial effectiveness is not unit dimensional concept and required wide area of research and discussion. However, it can be defined via organizational goal achievement behaviour through coordinated efforts³. In this part it's an ability of manager to influence the perception, objectives, attitude and aspiration of other which can directly support in goal achievement. A strong effectiveness creates an environment where each one is align to the plan prepared by

manager. Schein⁴ indicates that people identify with the visionary leaders –how they behave and what they expect and the try to replicate the same.

This paper is designed to understand how managerial effectiveness can be developed. Managerial effectiveness, whether it is individual or organizational specific, is universally accepted as a major objective for modern management, since delivers the goal in most expected manner. There are various models for developing managerial effectiveness in organization. Georgopoulos and Tannenbaum⁵ were the first to use a multivariate model of effectiveness, and since their study multivariate models have proliferated. Steers⁶ summarized 17 representative models and found little overlap across the various approaches. Adaptability- flexibility was the criterion mentioned most often, whereas productivity followed close behind. A Scale of Organizational Effectiveness developed by Mott⁷ defined effectiveness along these lines— adaptability, flexibility, and productivity. Steers⁶ suggests that more flexible, comprehensive models are in order; models that integrate macro and micro variables of effectiveness. For developing an explanatory model for managerial effectiveness, person has to understand manager's practices and a need to examine the relationships between organizational culture as whole including its dimensions and its effect over effectiveness. This study is a simple attempt to meet this concept so that relevant relation can be developed. Therefore a model developed in this study discuss about the aspiration of manager which convert his/her into an effective manager and how those aspiration are affected by organizational culture. It is a comprehensive model which provides a process flow and concept note for managerial effectiveness development.

Objectives: i. To understand the importance of managerial effectiveness in today's competitive edge. ii. To study the theoretical interaction of organizational culture towards managerial effectiveness. iii. To suggest a model by modifying OC construct and testing its importance in creating managerial effectiveness to meet endogenous and exogenous challenges.

Literature Review

Organizational Culture: Understanding culture means understanding the difference between the formal and the informal rules, the way of doing things and the real way espoused⁸. Bennis⁹ already suggested the being team-oriented, trust and development friends at work factors included in the organizational culture value. Schine¹⁰ and Wallach⁸ provided the organizational culture index including the risk, relationships-oriented, result-oriented, creative, sociable, stimulating, regulated, personal freedom, equitable, safe, challenging, enterprising, established, cautious, trusting etc as the useful model of organizational culture. Quinn¹¹ also emphasis that culture should be people-oriented and should create an era which can help people in becoming team. Then, Kopelman, Brief and Guzzo¹² demonstrated that culture influenced

organizational being team-oriented, trust, an emphasis on quality, achievement orientation and a willingness to experiment factors. Therefore, traditional organization suggests that an emphasis on culture is a key for the being team-oriented, trust, and an emphasis on quality and autonomy variables¹³. So, Quinn and Spreitzer¹⁴ found that organizations with stringer group culture scores significantly higher than the hierarchical culture in term. When Hergunerand Reeves¹⁵ explored the going against the national culture gain, they found that the fairness, being team-oriented, taking initiative, being result oriented, achievement orientation, flexibility, action orientation, being rule-oriented, working in collaboration with others, being aggressive factors influenced the organizational culture change. Goodman, Zammuto and Gifford¹⁶ presented the group culture values in which being team-oriented, enthusiasm for the job, taking individual responsibility, being highly organized, an emphasis on quality variables were emphasized. Denison¹⁷ considered that most of the organizations have to change toward the organization of the participation, broader decision making, building teamwork, faster decision making and more idea factors. Lastly, Forsythe¹⁸ mentioned the collaboration was a factor to change an organizational culture. Through this context, we can conclude that organizational culture helps in creating achievement-oriented environment, strong reward and recognition system, transparent and stable work environment, better conflict redressed mechanism. Denison¹⁷ explains that culture performs the following functions: i. Supplements rational management: since each one is align for common objective. Open for new challenges and changes the level of rationality grow up and imbibes in management approach. ii. Facilitates socialization: Each associated employees is open for discussion, sharing and feedback it promotes the feeling of socialization amongst workforce. iii. Code of conduct: Employees are exposed to creativity and experimentation but also trust the existing system and its authentic thus code of conduct is religiously followed. iv. Organizational diversity: Employee takes responsibility, adds value to existing projects and works with full freedom thus the best of capabilities and ideas are busted and turn into diversity in organization.

Therefore the importance of an organizations culture cannot be overemphasized. In this study the relation between culture and managerial effectiveness express that how it develops ability for an organization to sustain in this competitive edge.

Managerial Effectiveness: It is an ability of managers to handle the difficulties and challenges ensuring that it reaches to it result keeping organization objectives in mind. It is very critical and essential skill for managers so has always received the great amount of attention of researchers, practitioners and theorists. In the competitive environment when any organization is facing competition from national and international sources managerial effectiveness can be considered as a key instrument for encountering the competition. As per literature review managerial effectiveness has 3 major perspectives for study:

Traditional/Conventional perspective: It emphasizes over the capability to set and achieve goals where it is implicitly assumed that managerial effectiveness leads to organizational effectiveness¹⁹. Conventional effectiveness (in problem solving perspective) refers to an ability to solve four of the systems problems. They are i. adaptation, ii. goal attainment, iii. integration and iv. latency or tension management (Sutton and Ford²⁰, 1982).

Individual level competency based perspective: Rather than organization it is an individual based perspective. The rationale of this approach is to develop transferable (generic) management skills that are applicable across all situation, challenges, hurdles and systems. If each manager is educated at individual level over all organizational competency level with scale up thus Drucker²², Rao²³, Katz²⁴, Bandura²⁵, emphasize the development of individual competency to be an effective executive.

Organizational level competency based perspective: This approach specifies that managerial effectiveness must be developed keeping organizational objectives in mind. And should have direct implication over organizational processes. It may be job related and may not even affect the potential of a manager. Bursk²¹ suggested that executive effectiveness includes more than the achievement of profitable records; it is more than individual brilliance and personal ability to solve problems. It is an ability of concerting organization so that it can strike balances the stakeholder's requirement with existing results. This perspective creates a vision for organization that with existing challenges how an organization can achieve its goal. Here organization tries to create the organism and atmosphere for manager by which it can imbibe the essential characteristics amongst managers that leads them to achieve strategic intents.

Effectiveness is best observe when a manager manages a situation appropriately and produce forecasted results and also ensures meeting the targets in every sphere of the activities of organizations. The manager's job is linked with three major dimensions— technical, conceptual, and human²⁴. The productivity of any organization can be increased by the effective management of all the three dimensions and specially by managing the conceptual and human dimensions of management. To be effective at these dimensions is the job of executive. The executive is expected to get the right things done and this is simply saying that he is expected to be effective²².

According to Campbell¹⁹ managerial effectiveness should reflect in organizational effectiveness as well. Because if a manager will perform his/her job effectively the process and results would also be more better and would directly add value to organizational effectiveness. Managerial effectiveness is a primary requisite for system driven and performance oriented organization for achieving their organizational dynamics. The concept of effectiveness is dealt with different ways in different

time by theorists and real life practitioners. Undoubtedly it is difficult to arrive at a single conclusion on the construct of managerial effectiveness. The present study is an attempt to explore further on this ever important construct of managerial effectiveness with its bonding with organizational culture and mutual effects as well.

Aspiration Based Model of Managerial Effectiveness

Given model is established keeping an idea that: i. How organization culture affects managerial effectiveness and how a correlation amongst them can be experienced?, ii. What are various antecedents of organization culture which effects various dimension of culture? iii. What aspirations a manger carries and making him an effective manager, how those aspirations can be connected with various dimensions of organizational culture?

This model explains that each key antecedents of organizational culture leads toward one specific dimension of organizational culture which finally adds into the aspiration of effective manager.

Key antecedents of OC: i. Talent and Staffing orientation: It is a process of attracting and adding new talent in existing talent pool. This process must be highly systematic and based on the criteria of "Person Job Fit" theory. So that ability of each individual comparable to the job assigned. ii. Role clearness: Each job must have its specific Job description and Job specification which can be translated into his/her Key Result Area (KRA's) and in future into Key Performance Indicator (KPI's). iii. Social Relation: Organizational environment and practices must emphasis on interpersonal relationship building. Various employee connect intervention must be imparted on regular interval's to improve social relation amongst employee. iv. Achievement orientation: The environment must be dynamic which attracts healthy competition. The approach of top management must be achievement oriented which helps people to attain their goals. The training and development imparted should also train people to handle their responsibility more efficiently. v. Reward Satisfaction: Employee performance must be evaluated on predefined and pre-communicated parameters and must be rewarded accordingly. And strong RandR practices must incorporate all employees for all level. vi. Innovation: Prevailing practices must motivate people for new innovations and initiatives. People must be allowed and appreciated for limited and measured risk taking initiatives. vii. Policy Agreement: All policies must align to legal compliances and employee benefit. It must be comprehensible, documented and clearly communicated to employee. viii. Stable work environment: Firm management, policies, hierarchy, reporting structure provides a confidence to employee. It develops a sense of trust and stability over organization.

Dimensions of OC: i. Openness – It is a degree to which employee of organization are open to mark their option. In other

worlds it is a degree till which the employees are having the freedom to express their thoughts, suggestions, comments, agreement and disagreement. It all about expression without defensiveness in communication. It is bi-direction i.e. receiving and giving both. Transparent and systematic talent and staffing orientation brings right people in organization, how has capability to hear and to be heard. ii. Confrontation – It is a degree to which employee of organization are open to face the problems, difficulties and challenges. They trust that they would be taken positively if they even fail to encounter the problem. An achievement oriented culture motivates its individual to confront new challenges to records new height of success over it and to set new paradigm for others. iii. Trust and Trustworthiness – It is a degree to which employee maintains the confidentiality of shared information without its misuse. It is also a degree to which employee has sense of assurance that they will help each other and honors their mutual commitments and obligations. It is most important ingredient in the institution building processes, because it resultant into higher empathy, Strong coordination, Better team work, Time reduction , Quality assurance and simplification of processes. Well documented and elucidated roles, responsibility endows the limitation, commitment and obligation of the job. This spreads the trust factor between the organization and employee. iv. Authenticity – It is a degree to which each employee has congruence between what he/she experience, communicate and act. It reveals when individual is brave enough in owning up one's mistakes, and is unreserved in sharing of feelings. Authenticity at particulate level is closer to openness. And culture with higher authentic has lower distortion in communication. In organization employee replicate the way management does, when policies agreement is done and organizational judgment and deed are taken under the same purview. Employees also act at most policy compliance and minimal disparity between speech and action. v. Proactivity – It a degree to which employee has willing to take initiatives. It is about preplanning, taking preventive action in advance, Forecasting the problem and getting ready with alternative course before taking action. It is antonym for term action which usually happen post consequences. Well defined reward and recognition program work as stimuli for developing a behaviour of initiative taking, preplanning and confronting new challenges amongst employees. vi. Autonomy - It a degree to which employee using and giving freedom to plan and act in our own field and working area. It is a way of respecting and encouraging each individual independency. It develops sense of ownership and mutual respect and is likely to result in willingness to take new initiative, better career and succession planning. Stable work environment imbibe the culture which supports autonomy at all levels. vii. Collaboration – It a degree to which employee is

passing and is asking the help to others. It generates the feel of togetherness and team spirit amongst group. It directly affects the organization assets by resource and information sharing, more clearly and healthy communication at all levels. An environment which supports social relation motivates people to get along and develops collaboration. viii. Experimentation- It a degree to which employees are trusting and encouraging innovations is daily working. This culture provides creative solution to people for solving a the old problem, it develops an ability to take a fresh look to existing system and challenges. Practices which are innovative and are well recognized by management motivates people to generate a culture of experimentation.

Aspirations of Manager

Aspiration of Affiliation : Van Dyne et al²⁶ utilized the term “affiliation” as the category of extra role behaviour by manager that includes pro-social organizational behaviour , suggesting that these is exhibited as a means of to establish and maintain relationship with people or the organization. The aspiration of affiliation pushes manager towards establishing, maintaining and restoring relationship with others²⁷ and improves managerial effectiveness since these employees are people oriented and seeking to serve others.

Manager with high affiliation aspiration spreads courtesy, sportsmanship, team, building, knowledge sharing practices amongst team and surrounding thus create and high performance and self motivated workforce. As per researches there are various characters which results through managerial effectiveness like service orientation²⁸, agreeableness²⁹, extraversion^{30, 31} and positive affectivity³²⁻³³. Since most of the researches runs around establishing strong workforce the concept of managerial effectiveness is unproven with concept of manager’s forgiveness, helpfulness, business ethics, moral and value system.

Aspiration of Achievement: In this aspiration pattern managers are highly result oriented and continuously work for task completion. This aspiration motivated manager to exhibit the performance which is time driven, excellent on standards, result oriented and competitive²⁷. Achievement oriented aspiration looks the job from holistic perspective and forecast the plan of action accordingly. This aspiration results in high performance, Target accomplishments, aggression and strong commitment level in managers. This inspiration is determine to success thus would do everything what ever is needed to takes to accomplishing the task, therefore very important part of managerial effectiveness.

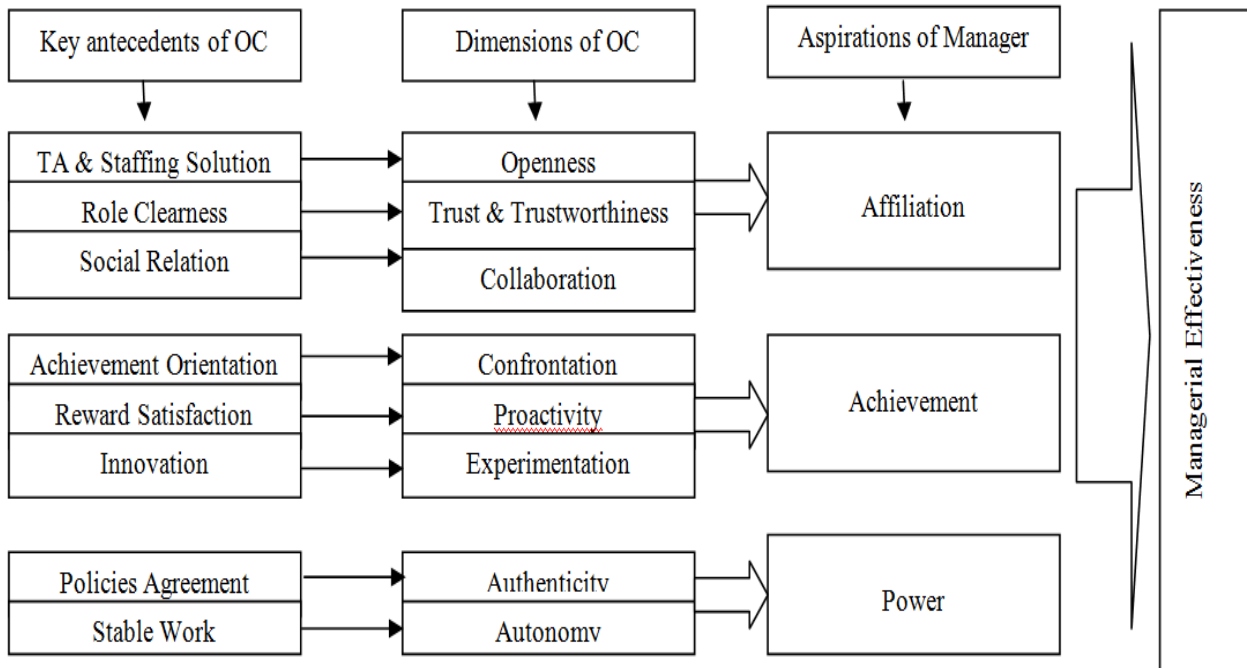


Figure-1
Aspiration Based Model for Managerial effectiveness

Aspiration of Power: The power aspiration witnesses' effectiveness to acquire command and category supported with authority in the organization. The aspiration of power pushes people towards position and situation in which they can control the work and actions of others²⁷. Managers with power aspiration commands across all departments and are responsible to share input for all organizational processes, policies and new initiatives so that their role and its power is visible and felt at all levels. The power oriented managers are likely to be a high self monitor Schnake³⁴, having the ability to examine a situation and adjust behaviour as necessary. This aspiration results in calculativeness, forecasting, ground connect, leadership and controlling span of command. They are even open to forfeit for the organization till the time it is helping them in achieving their own objectives.

Explanation of Model

Earlier in managerial effectiveness discussion, we have learned that for achieving proficiency intended for gathering all stakeholders' expectation, it is very important to have managerial effectiveness amongst managers. This implies that organization should have endogenous excellence or competence amongst managers to handled challenges and hurdles at all levels of organizational. This reference of managerial effectiveness takes organizational, societal, economic and environmental health together into consideration.

Therefore aforesaid model has been designed. It has already been witnessed that each antecedent has an association with

specific dimensions of OC and each antecedent supports in development of various dimensions of OC in organization.

Talent Acquisition and staffing orientation: Correct and well converse recruitment and selection process is the first HR intervention which a new higher experience. When this process and policy is well planned, linked and supported with timely feedback it develops a feeling of openness to a new employee. From hear he/she starts believing that organization has culture of openness and clear feedback at all level and in all practices.

Role cleanness: When role clarity to employees is given by explaining them their KRA's (Key Result Areas) which are converted in KPI's (Key Performance Indicators) then each employee is well aware of their role. It clarifies them that what is expected out of their job and responsibility assign. Since their performance evaluation is done based on assigned KRA's and KPI's it develops a sense of trust and trustworthiness on management and managers.

Social relation: When organization supports social relation and practice various interventions to ensure strong social relationship building it generate and construct the culture of collaboration amongst all task forces.

When manager receive the openness across levels, has trust from upper and below levels, gains lot of collaboration from each stake holder it finally develops an aspiration of affiliation amongst each manager.

Achievement orientation: When managers are appreciated by achievements and given support for bigger challenges they become more exposed to problems and develops strong attitude of confrontation.

Reward satisfaction: A correct and timely reward and recognition to job generate a feeling of proactiveness, not only to some one who has experienced it but to all others who has witnessed it as well.

Innovation: Support to innovation and limited risk pushes manager to think out of the box and in totality it built a culture of experimentation in organization.

When manage has ability of confront the challenges. He/ she is proactive of each new assignment and project and also having an ability of experimentation and creativity it prepares individual ready for higher challenges and adaptability which leads toward better achievement aspiration of managerial effectiveness.

Policy agreement: Manager working in good organization culture abide to all the compliance, pursues all the rule, regulations and policies of the organization. They trust over the correctness of each policy and spread the culture of authenticity.

Stable work environment: Settle environment can provide and afford autonomy in actions of managerial staff. Steady and control environment has its transparency thus autonomy can be foreseen at all levels.

When managers find all suitable policies and autonomy at all faces of work life he/she first develops and then improves power aspiration in manager. Effective manager present real and clear facet and facts about organization hence people associated to it can take right decision in composition to organizational situation.

This model explains that if the organization culture has all aforesaid traits then it's considered to be a good OC driven enterprise which always work for the well being for their internal and external stack holders. Such organizations culture provides vast exposure for managerial effectiveness and can always look forward for continuous growth despite of any environmental and situational change and challenges.

Conclusion

To understand the importance of managerial effectiveness in today's competitive edge.

Managerial effectiveness was studied in details under three main aspirations which built managerial effectiveness in manager. Various models of effectiveness studied in detail. It's been understood that how effectiveness inherits, growths and spreads amongst employees.

To study the theoretical interaction of organizational culture towards managerial effectiveness.

In all researches and suggested model organizational culture, its antecedent and dimensions have shown a significant effect on managerial effectiveness.

To suggest a model by modifying OC construct and testing its importance in creating managerial effectiveness to meet endogenous and exogenous challenges.

In this paper, the study and suggested model provides a strong framework for understanding the importance of managerial effectiveness and organizational culture. It also suggests the route of developing managerial effectiveness in managers through organizational culture.

Since managerial effectiveness is behavioural characteristics and has effect of various other individual and organizational behavioural parameter on it. At individual level organizational citizenship behaviour, learned helplessness or employee engagement level of an employee affects managerial effectiveness. Wherein at organizational level processes, policy, climate and culture of organization affects managerial effectiveness. Since out of all organizational variables organizational culture has highest relevant for managerial effectiveness, this study is conducted in aforesaid scenario. This study lastly conclude that organizational culture has affect over managerial effectiveness and through correct organizational culture managerial effectiveness of managers can be developed and improved in organization.

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