THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND LEADERSHIP BEHAVIOR IN NIGERIAN ORGANIZATIONS

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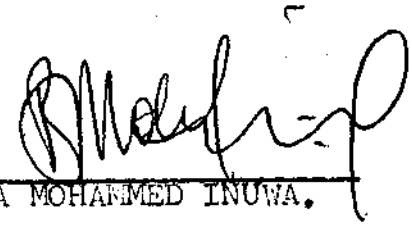
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DECLARATION

I hereby declare that this work is my personal effort. It is original and any other person's work refered to has been gratefully acknowledged by way of reference in this work.



NOVEMBER, 1988 BALA MOHAMMED INUWA.

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ABSTRACT

In this study seven dimensions of the organisational climate were used. Such dimensions are structure, responsibility, risk taking behaviour, rewards and recognition, warmth and support, and goal clarity. (Litwin and Stringer 1968). Three leadership behaviour/styles were used: directive, supportive and participative and three organisations a manufacturing, an Academic institution and a service organisation.

Correlations were found between directive leadership and all the climate dimensions except structure and respon sibility in Organisation 2. Also correlations were found between supportive leadership and all the climate dimensions except for structure in both organisations 1 and 2. While correlations were found between participative leadership and all the climate dimensions in only Organisations 1 & 2.

However, there were no correlations found between the climate dimensions and the three leadership styles for Organisation 3.

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Chapter One

I N T R O D U C T I O N

1.1 Introduction

Organizations are a pervasive part of our existence. Typically, we are born into a family with the aid of persons working in medical organizations. We spend a great deal of our time in educational institutions. Work organizations account for a large part of our time, with formal or informal relationships.

Informal organizations often develop spontaneously when several people have common interests and agree to persue common goals. Therefore, it is easy to interact with one another in a variety of ways and to develop cooperative and interdependent relationships.

The development of a social organizations has made us to achieve tremendous progress in harnessing our resources. Modern scientific and technological achievements were purely due to our ingenious ways of utilizing the natural resources available. Human organizations are complex and dynamic, they are made up of cooperate and interdepenient activities.

Organized activities today range on a continuum from informal, to formal or highly structured. The first formally organized human activities is that of the military and religious affairs. Organizations continue to

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develop with modifications, to the present. Business, Government, and education are among the spheres of activities that have developed formally for the purpose of accomplishing tasks. In addition, there are other activities we undertake in voluntary organizations during our free time.

The organization as a human creation require management to be sustained through generations, it therefore must have leaders and followers. The followers as well as the leaders are important in every organization. Management responds to instances of organizational success by rewarding the formal leader, and to instances of organizational failure by blaming the person so designated as leader.

It is a fact that even a "small sub-unit"of an organization can operate successfully only if some person has been formally designated as a leader. Difficult assignments are often given with the injunction to "make it work," a kind of implicit recognition that something more than the formal prescriptions of management is required for the system to function successfully.

Many writers who studied organizations intensively stated that organizational effectiveness and survival is dependent on the behavior of the formal leaders. McGregor (1960) and Rensis Likert (1961) have both

highlighted the importance of organizational climate as a necessary element for organizational existence and harmony.

According to Katz and Kahn (1966) every organization develops its own culture or climate with its own taboos, folkways, and mores. The climate of the system reflects both the norms and values of the formal system and their re-interpretation in the informal system. Organization climate also reflects the history of internal and external struggles, the type of people the organization attracts, its work processes and physical layout, mode of communication and exercise of authority within the system. Just as a society has a cultural heritage, so social organizations posses distinctive patterns of collective feelings and beliefs passed along to new groups of members.[3]

Nigeria today is witnessing a rapid development of multiferous organizations in every facet of economic life since independence in 1960, this development has created the need to know the changes that are taking place. The indeginisation decree first promulgated in 1972 has also given some opportunity for Nigerians to take leadership roles in organizations which were earlier on managed by non-Nigerians.

The departure of non-Nigerians Managers have created a new type of organizational climate. The

objective of this project is to identify the relationships between organizational climate and leadership behaviour in Nigerian organizations.

1.2 Statement of the Problem

Various theories have been postulated to explain the concept of climate, motivation, and leadership.

The aim of these postulations is to facilitate our understanding of individual members and groups in the organization; how they interact and the conditions under which they operate in order to enhance the efficiency and effectiveness of the organization. Most of the studies conducted were in different environments which differ greatly from the Nigerian environment. According to Katz and Kahn (1966) "every organization develops its own culture or climate ... the climate or culture of the system reflects both the norms and values of the formal system and their interpretation in the informal system. Organizational climate also reflects the history of the internal and external struggles, the type of people ... its work processes and physical layout, the modes of communication, and the exercise of authority within the system."[4]

1.3 Significance of Study

Most organizations are currently experiencing harsh economic conditions. Since people go to work with different needs and expectations, it becomes necessary

for the organization to try to harmonize the various needs and expectations with those of the organization. One way of doing this is to study the climate of the organization and to identify what effects it has on employees.

According to Litwin/Stringer "the managers leadership styles is a critical determinant of organizational climate." The manager therefore ought to know the appropriate climate for their organizations. Even though any change in climate manager should acquire new skills in order to introduce the desired change.

The study will also enhance our understanding of leadership which is basically motivating others to perform; Motivation, as we know revolves a round organizational climate;and therefore to ha the right climate the strengths and limitations of the leader must be known.

Application of motivation theory as postulated by McClelland and Atkinson to Nigerian organization is by no means less important.

1.4 The Scope/Limitations of the Study

This study of the Relationship Between Organizational Climate and Leadership Behavior in Organizations is limited to three organizations in different sectors

of the Nigerian economy. One from the manufacturing sector, another from the service sector and finally one of the academic institution:-

(1) The Northern Nigerian Flour Mill.

(2) The Nigerian Victory Assurance Company, and

(3) The Kano State Polytechnic.

Chapter Two

REVIEW OF LITERATURE

2.1 The Concept of Organizational Climate

McClleland-Atkinson model of motivation clearly stated that motivation in its theoritical concept is a multiplicative function of the Basic motive X expectancy X perceived incentive value.[1] Victor Vroom (1964) also offered a similar approach to the understanding of motivation,[2] when he stated that Force = valence X Expectancy, where force is the strengh of a person's motivation, valence is the strength of an individual's preference for an outcome, and expectancy is the probability that a particular action will lead to a desired outcome.

Lewin (1951) described similar variables in what he called psychological distance and the perceived properties of the goal. There are considerable difficulties in trying to measure the elusive situational determinants as stated by McClleland-Atkinson. To some extent one can arrive at some conclusive result particularly if he subjects them to laboratory studies where the situation and the various input can be carefully controlled and expectancies associated with an individual motive or cluster of motives experimentally determined. In reality, however the problem of measurement becomes compounded. Efforts to measure

specific expectencies and incentives with predictors such as questionnaires and interviews met with little success. It is very difficult to measure individual differences because expectancies and incentives are subjective measures which vary not only from situation to situation but also from one individual to another. To compare different groups of individuals within a given situation is impossible (Litwin (1966); Litwin and Carlo (1961).

"The subjective nature of expectancies and incentives make them highly susceptible to unpredictable variations over short periods of time. Thus the more and molecular the situational determinants we attempt to isolate and measure, the more this volatility may distort the meaning of responses. A more molar model, based on the measurement of more situational variables would be less vulnerable to such distortions." It seems probable; furthermore, that people do not actually carry around in their heads the specific and molecular expectancies and incentives described in the Atkinson model, but rather react to more general, molar impressions of what is likely or impossible or valuable in a given situation. These difficulties are supported by the difficulties encountered by researchers interested in measuring expectancies and incentives in the field" Litwin and Stringers (1968).[3] The concept

of climate according to Litwin and Stringers (1968) is described as a set or cluster of expectancies and incentives and represents a property of environments that is perceived directly or indirectly by individuals in the environment. It is a molar construct which (1) permits analysis of tne determinants of motivated behavior in actual, complex social situations, (2) simplifies the problems of measurement of situational determinants by allowing the individuals in the situation to think in terms of bigger, more integrated chunks of experience, and (3) make possible characterization of tne total situational influence of various environments, so that they may be mapped and categorized to enable cross-environmental comparism.

Most of the literature /psychology, pays more attention to organizational structure and the psychology of an individual in an organization. Some of tnese theories did touch on the concept of climate and climate theory, and some have the tendencies of being integrated into the climate theory. Litwin and Stringer (1968) classified these theories into three categories as follows.[4]

/on organi zational theory and motivationa

Theories of individual behavior.

Management theory.

Organization theory.

The theories of individual behavior have to be further qualified, for example, to say individuals behave the way they do in the context of the environment they found

themselves and this environment can be conceptualized as a form of organization. It seems to that the theory of individual behavior cannot stand alone without reference to organizations or their management, Litwin and Stringers (1968) confirmed this when they said that "many psychologists have addressed themselves to the study of individuals in organization....." In his "Management Jungle" Harold Koontz (1984) made concerted efforts to highlight the various approaches to management in which he included the interpersonal Behavior approach and the group behavior approach. The proponents of the interpersonal approach stated that "people should understand people" and the group behavior approach was concerned with behavior of people in groups rather than behavior of individuals. These and many other approaches, Koontz (1984) referred to as "management jungle," Litwin and Stringers (1968) were not convinced with the theories of individual behavior because they failed to "provide a systemetic linkage between motivational and organizational concepts" for these reason the climate theory should revolve around the organization and their management. The categorization could be reduced from three to two namely the management theory and organizational theory.

Management Theory: Management theory as put forward by Koontz et-al (1984) is a subset of organization theory because it pertains only to theory related

to managing.[5] It is necessary therefore to understand that the concept of organization theory is too broad. In their study, Litwin and Stringers (1968) stated that "organizational psychologists interested in the management process have developed various terms to describe the indirect and subtle effects of management practices on the attitudes and behavior of surbodinates." In their attempt to describe a phenomenon they termed as "organizational climate" they discovered the work of Douglas McGregor. In his book "The Human Side of Enterprise" McGregor developed what he called as "Managerial Climate" which he defined as,[6] "The day-by-day behavior of the immediate superior and other significant people in the managerial organization communicate something about their assumptions concerning management which is of fundamental significance. Many behavioral manifestations of managerial attitudes create what is often referred to as the psychological climate relationship." He went on further to state that "....the climate is more significant than the type of leadership or the personal "style" of superior. The boss can be autocratic, or democratic, warm and outgoing or remote and introverted, easy or tough, but these personal chracteristics are less significant than the deeper attitudes to which his surbodinates respond."

Even though McGregor stated that "the climate is more significant than the type of leadership or personal "style" of the superior" one may be tempted to ask what constitutes the climate? and which of the dimensions of the psychological climate is more important?

The managerial grid as put forward by Blake and Mouton (1964) demonstrated the importance of manager's having concern for both production and for people and conceptual organizational climate in this direction. Even though they did not use the term "organizational climate" they use "organizational culture" according to them when a manager sees his responsibility as that of managing a culture rather than just managing people to get work out of them, the basic unit of development is no longer the individual considered separately and alone." Their arguments for total organizational development are appealing but they stop short of explaining what happens to the organizational members if the climate or culture is changed. They stated that ".... organizational development involves the situation as a whole, that is, the culture of the organization, with all that the word culture implies." Litwin and Stringers (1968) questioned the work of Blake and Mouton (1964) by asking what does organizational culture imply for individuals? What is it about

the culture that the manager must know? And, most importantly, if it is the manager's responsibility to arrive at a total organizational perspective; how can he carry out this responsibility without a linking concept that allows him to relate individual or organizational climate? They concluded that "organizational theorist have dealt with the organizational process as a continuing phenomenon. As a result, they have been highly concerned with changes in organizational behaviour and have organized, therefore, the need for a dynamic conceptual framework that links the person with his environment. None of the theories they have thus, developed, however have provided such a systemetic or generally useful linkage."

2.2 Organizational Theory.

Organizational theory is an eclectic theory that draws much of its components parts from a total system which is comprised of many subsystems of relevant disciplines. According to Kast and Rosenzweig (1979) "Organization theory itself stems from an applied science that draws upon the basic disciplines and their relatively more abstract theories only as they are relevant to organizations found in the society."[8] Organization theory sets forth prepositions that are testable. It is also conducted as public enterprise with many contributors. Everyone has theories concerning individual and organizational behavior - at least implicit

if not explicit. Literature available have increased at an accelerating rate and will continue to do so.

In their studies, Litwin and Stringers (1968) observed that "organizational theorist, interested in descriptive rather than normative explanations of human behavior in organizations, have dealt indirectly with notions of organizational environments, ... current theoritical models do not explicitly use concepts of subjective environment or climate."[9]

Fayol (1949), Koontz and O'Dennell (1984) and other classical writers did not see the concept of climate as necessary, there reasons for saying so was that human being is an economic and logical being. The classist or traditional theorist are more concerned with (a) Breaking of activities into clearly defined functional units so that each individual specialize; (b) The organization should be structured to delinate positions in relation to functions and status, (c) Operations should be programmed in terms of time and motion study, workflow and production chart as noted in the work of Henry Gantt (1901) a member of Scientific School of Management) with his famous Gantt chart which was later to become the fore runner of the present PERT (Program Evaluation and Review Technique). The classist or traditional theorist by their rational approach avoided consideration for informal, subjective phenomenon as climate.

The work of March and Simon (1958), Cyert and March (1964) view organizations as a system for decision making, like the classist or traditional theorist, they assumed that man is rational, "logical" and "reasonable" being, other writers like Peter Drucker (1956) see decision making as rational and systematic. They put forward their basic steps as (a) understanding the problem (b) defining expectation (c) developing alternative causes of action and (d) choosing suitable alternatives. This approach or theories according to Litwin and Stringers (1968) deal "tengentially what might be considered climate.

But the behavioral models approached decision making as non rational, they seee it in terms of psychological theory, contingency, political and sometimes artifactual (artificial). The political model Advanced by Child (1973) take cognicence of their environmental influence in the decision making processes in his own words "decision about organization is not simply a matter of accommodating the operational contingency, it is equally a political process into which other considerations particularly of expression of power holders value also entered."[10]

Chester Barnerd (1938) proposed that the task of a manager is to maintain a formal and informal cooperative effort in the formal organization. He suggested a comprehensive social system approach to

managing. His theory implies that organization are constantly in interaction with their environmental supersystem. Lawrence and Lorsch (1976), Likert (1961) Woodword (1958) and Horman (1950) viewed environment as having three parts: Physical environment, cultural environment and technological environment. The mutual interactions of these three parts imposes or specifies certain activities and interactions for the people involved in the system. These activities and interactions in turn arouse sentiments among people.

The environmentally determined activities; interactions, and sentiments make up the external system. But increasing interactions arouse new sentiments and new activities (and new interactions) not necessarily specified by external environments new norms and shared frames of reference create an internal system. The external and mutually dependent on one another.[11]

Chester Barnerd's (1938) model as amplified by other writers and its derivatives provide students of organizational theory with an excellent dianostic tool. The focus is on behavior rather than bureaucracy, and because man is seen largely as a non-rational being the dimensions of organization structure are viewed as background factors rather than as the sole determinants of behavior. However, little attention is given in these models to motivational determinants of behavior or to the organizational influence on leadership.[12]

2.3 Climate Theory

Kurt Lewin (1951) made the first study on the psychological climate, in his attempt to describe the essential linkage between human behavior to generalized environmental stimuli: where he stated that "To charaterize properly the psychological field, one has to take into account such specific items as particular goals, stimuli, needs, social relations; as well as more general characteristics of the field as the atmosphere (for instance, the friendly, tensed or hostile atmosphere) or the amount of freedom. These characteristics of the field as a whole are as important in psychology, for instance, the field of gravity for the explanation of events in classical physics. Psychological atmospheres are emphirical realities and are scientifically describable facts."[13]

In another study, Lewin. Lippitt, and White (1958) attempted to study climate as an "emphirical reality" they found the behavioral effects of three different leader-induced atmospheres. The leadership roles are authoritarian; democratic, and Laissez-faire. They said, that "The adult leader role was found to be very strong determinnant of the pattern of social interaction and emotional development of the group. Four clear-cut tapes of social atmosphere emerged, inspite of a great member of differences in social expectation and reaction

tendency due to the previous adult-leader (parent, teacher) relationship." Climate itself, according to Lewin et-al (1951) proved to be more powerful than the "previously" behavior tendencies because it can change the observed behavior patterns of the group members. In their studies of various clubs they concluded that, it can be reported that nearly in all cases differences in club behaviors could be attributed to differences in the induced social climate than to constant characteristics of the club personnel."[15]

It was clear that previous group history (i.e. proceeding social climates) had an important role in determining the social perception on leader behavior and reaction to it by club members. A club which had possively accepted an authoritarian leader in the begining of its club history, for example, was much more frustrated and resistive to a decond authoritarian leader after it had experienced a democratic leader than a club without such history."[16]

Other theories that are more related to the climate theories include the role-set theory which implies that organization is a picture of a vast set of inter-locking over-lapping role sets, some of which extend beyond the organization's boundry. The role-set theory was formulated by Kahn et-al (1964). The differences between the role-set model and climate model as stated by Litwin and Stringer (1968) are accepted. They said that

one of the differences between the role-set model and climate model was that, the role-set model had limited influence to specific subgroup with whom the members came into contact while tne climate model suggests that environmental influences were more general and diffused. The second difference was that role-set theory was more rational in emphasis and could be verbalized directly or indirectly or measured while climate was non-rational and individuals in the organization may be completely unconcious of the effect of climate on them or others. The third difference was the role-set expectations which was assumed to be stable relatively stable for as long as the role-set was itself, that is to say the impact of the role-set may be stable while expectations may be shifted over time. The forth difference was that it was easier to describe climate with very little data than the role-set theory in a large complex organizations because it depends on the molar analysis rather than molecular analysis which the role-set theory depended.. And finally the manner with which role-set and climate may be influenced vary significantly. The role-set may be influenced by changing members or by influencing expectation through traing etc. but for climate a multititude of factors such as physical plant, the geographical location, procedure and practice, leadership style etc.,[17] will nave to be taken into account.

2.4 Leadership Style and Behavior

In Nigeria today, there is hardly any discussion that does not begin or end with the term "leadership" - Leadership in Government, in Business, in the Church or in the family etc. Government organizations have been wrecked in search of an "ideal type of leadership." Those concerned therefore, make the issue of leadership more crucial in Nigerian Organizations of today, than it was in the past.

Leadership Defined

Any large scale organization, and large scale society that have many organizations, must have some form of leadership which is accepted by the majority of the members. There is no single definition of leadership that is acceptable by all, some authors see it as a group process, as personality traits, as an achievement agent, as an influence motivator, in terms of behavior modelling, others see leadership as a persuasive agent, as an agent for goal achievement; as an instrument for interaction and as a problem solver. As a group phenomenon, Mumford (1907) saw leadership as the reeminence of one or as few individuals in a group in the process of control of societal phenomena. Many experts, with this group have tended to place leadership in a position of helplessness at the mercy of the group.

The personality trait theory had a strong appeal and continues to have such appeal on laymen. Bigham (1927) defined leader as a person who posses the greatest number of desirable traits of personality and character. To Tead (1929) leadership is a combination of traits which enables an individual to induce others to accomplish a given task. Murson (1921) viewed leadership as the ability to handle men so as to achieve the most with the least friction and the greatest cooperation.

In terms of leadership as behavior modelling, Heaphill (1949) viewed leadership as the behavior of an individual while he is involved in directing group activities. Similarly, Fielder (1967) defines leadership behavior as consisting of particular acts in which a leader engages in the course of directing and coordination the work of his group members.

The students of politics, social movements, military and industrial theorist opposed to authoritarian principles, for example Cleaton and Mason (1934) viewed leadership appeals rather than though the exercise of authority. Copeland (1942) viewed leadership as the art of influencing a body of people by persuasion or example to follow a line of action. Copeland (1942) however, warned that leadership should not be confused with drivership which is an art of compelling people

by intimidation or force to follow a line of action.

Other schools of thought view leadership as a crucial function within a group. Cowley (1928) defined a leader as a person who has a programme and is moving towards an objective with his group in a definite manner. To Bellows (1959) leadership meant the process of arranging a situation so that various members of group including the leader, can achieve common goals with maximum economy and minimum of time and work. Davis (1942) assessed leadership as the principles and coordinates the organization in the accomplishment of its objectives. Some groups believed tnat leadership grows out of interaction process itself. According to Bogardus (1929) leadership as a social process is the social interstimulation which causes a number of people to set out toward an old goal with new zest or new goal with hopeful courage - with different persons keeping different places. Merton (1969) regard leadership as an interpersonal relation in which others comply because they want to not because they have to. Koontz et-al (1983) defined leadership almost similar to Norton's (19) They said that, leadership "as influence, the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals." They went further to explain that their concept could be enlarge

to imply not only willingness to work but also willingness to work with zeal and confidence."[18] Robert and Massarik (1957) defined leadership as 'Interpersonal influence, exercised in situation and directed, through the communication process, toward the attainment of a specific goal or goals" leadership to them always involves attempts on the part of a leader (influences) to effect (influence) the behavior of a follower (influencee) or followers in situation. They claimed that their definition subsumes several others by virtue of its generality.

Stogdill (1974) stated that a person does not become a leader by virtue of the possession of some combination of traits, but the pattern of personal characteristics of the leaders must bear some relevant relationship to the characteristics, activities and goals of the followers. Burns (1978) pointed out that there is no school of leadership intelectual or political, what is needed for assessing leaders are some philosophical tradition, theoritical and empirical cumulation, guiding concepts, and considered and proven experiences.

From the above definitions by various authors one notes certain variables emerging, such as responsibility, interaction, change, situation, motive, and resources.

The definitions provided by Koontz, Robert (1983) seems to be adequate because it has cut across all interpersonal relationship in which all influence attempts ore involved. The relationships as apparently diverse as superior-surbodinate, the staff-line, the consultant-clients, the salesman-customer, the teacher-student, the husband-wife or the parent-child are all seen as involving leadership.

Koontz et-al (1984) stated that every group of people, that performs rear capability has some person as its head who is skilled in the art of leading. This skill they say has a compound of four major ingredients which include the power or the authority of leader, Max Weber (1953) defines authority as the probability that a specific command will be obeyed." A fundamental understanding of people is another ingredient. A leader, in addition to knowledge of motivational theory, and kinds of motivating forces, the nature of a system of motivation ought to ideally be able to apply these knowledge to people and situations. Another ingredient of leader seems to be the rare ability to inspire followers to apply their full capabilities to a project even though inspiring people depends on the situation and the motivational forces at work and finally the style of the leader and the climate which he or she develops as a result.

The fundamental principles of leadership is, since people tend to follow those whom they see as a means of satisfying their own personal goals; the more managers understand what motivates their subordinates and how motivations operate, and the more they reflect this understanding in carrying out their managerial actions the more effective leaders they are likely to be.

2.5 Theories of Leadership Behavior and Style

Just as there has been several definitions of leadership so have there been theories of leadership. These theories include among others - the greatman theory, the Environmental theory, the Person-situational theory, the Interaction-expectation theory, the humanistic theory and the Exchange theory. There are considerable difficulties in separating leadership theories. Most researchers on leadership try to base their assumption on leadership style or traits.

Koontz et-al (1984) identified three basic styles of leadership. The "autocratic" leader was seen as one who commands and expects complience, who is dogmatic and positive, and who leads by the ability to withhold or give rewards and punishment, in other word "carrot and stick approach." The "democratic" or "participative," leader consults with subordinates on proposed

actions and decisions and encourages participation from them. And finally the one who uses his power very little, if at all, he gives subordinates high degree of independence, or "free-rein," in their operations.

Max Weber (1953) distinguished three types of authority in leadership, he classified them into Traditional, Charismatic and Bureaucratic.[20] Obedience in traditional authority is based on the acceptance of custom, in charismatic authority, leaders are followed because of their personal magnetism, and in bureaucratic authority it is given to individual by law or by virtue of professional qualification. This type of authority is the commonest in all modern organizations. The authority that a leader possess to a large extent determines his behavior.

In their experimental studies, Litwin and Stringers (1968) found that a relationship between leadership behavior and organizational climate. They used three artificial organizations. The formal organization of the three simulated organizations was similar. Leadership style was the major variable input and all other factors were controlled as much as possible. Their conclusion was that there was a direct relationship between leadership behavior and organizational climate; according to them "We can tentatively conclude

that leadership behavior is a very significant determinant of organizational climate."[21]

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Chapter Three

THE ORGANIZATIONS UNDER STUDY

Readers will find in this chapter a brief historical development of three organizations under study. These organizations were selected from among various sectors of the Nigerian economy. The organizations studied were:-

1. Kano State Polytechnic - An Academic Institution.
2. Northern Nigeria Flour Mills - A Manufacturing Company.
3. Nigerian Victory Assurance Company - A Service Organization.

3.1 Kano State Polytechnic

Kano State Polytechnic was established in 1977 with the acceptance of Mal. Aminu Kano's report on Higher Education by the then Military Governor of Kano State. The Committee recommended among other things, the amalgamation of five tertiary institutions that were run by various ministries in the state.

A year later, the Polytechnic's name was changed to Kano State Institution for Higher Education. In 1983, the edict establishing the institute was repealed and replaced with the a Ministry of Higher Education which consist of the Institute of Education and Kano State

Polytechnic as a fulfilment of a promise made by the then newly established Civilian regime. The Military took over in 1984, disbanded the Ministry for Higher Education and reverted it to Kano State Institute of Higher Education.

At one of its sitting in Sokoto state the National Education Council directed that Kano State Institute for Higher Education and all other similar institutions in the country should have separate colleges of Education in addition to the Polytechnic thus creating three independent institutions namely:-

Kano State Polytechnic

Kano State College of Education.

College of Arts, Science and Remedial Studies.

The objectives of the Kano Polytechnic

1. Provide courses of instructions in Art, Science and Technology leading to the Award of National Diploma.
2. Development of the Intelectual capacities of individuals to understand and appreciate their environment.
3. The acquisition, of both physical and intelectual skills which will enable individuals to develop into useful member of the society.
4. The promotion of and encouragement of scholarship and research.

The Governing Council is the supreme governing authority of the Polytechnic. The Rector is the head of Academic and Administration.

The Academic Board is next to the Governing Council, it is responsible for all academic matters. It is composed of the Rector as Chiarman, all the five Directors of Schools, the Chief Librarian, and one Elected member each from among the academic staff of the Polytechnic. Schools under the Polytechnic:

1. School of Technology.
2. School of Management.
3. School Agriculture (Danbatta)
4. School of Social and Rural Development (Rano)
5. School of Islamic Legal Studies.

Structure:

The Polytechnic is composed of the Central Administration which is an administrative Headquarters and the five schools.

The Central Administration has:-

- Chairman of the Council.
- Rector.
- Registrar.
- Directors of Schools
- Chief Librarian.
- Director of Works.
- Chief Planning Officer.
- Bursar.

There are also two Committees of the Governing Council namely - Finance and General purpose
- Establishment.[1]

Staff Strength:

There are 350 academic and non-academic staff of various ranks, in addition to about 500 junior workers.

Organizational Structure

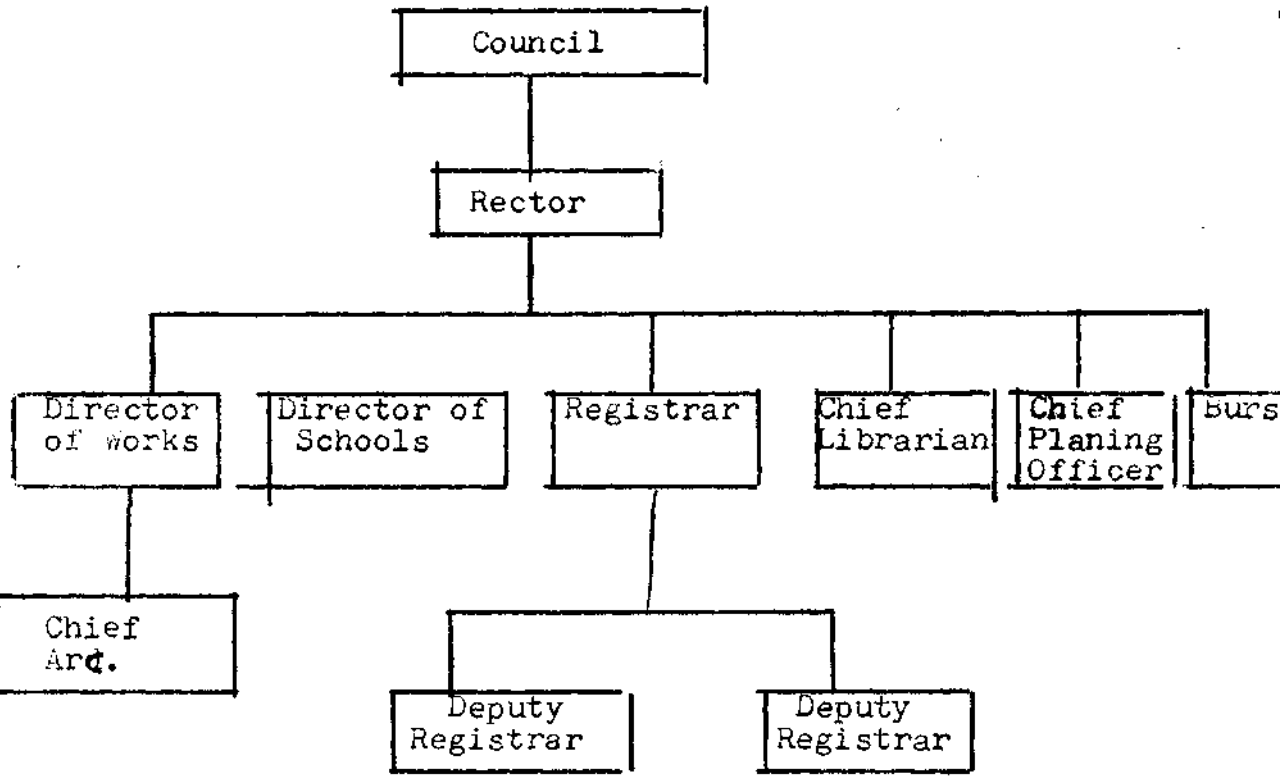


Figure I

3.2 Northern Nigeria Flour Mills Ltd.

NNF. Ltd. was established on 29th October, 1971, with registered head office at 15 Maimalari Road 2D. Bompai Industrial Estate, Kano. Fo rty percent shares of the company is owned by foreigners and 60% by Nigerians in complience with the indigenization decree (1972). The company's share capital is 16,500,000 of 50k each paid up capital was ₦4.5m^2 in 1978 and by 1982 it has increased to ₦8.25m. The share capital has increase by more than two fold. There is tremendous expansion in the activities of the company particularly with additional mills to handle maize in addition to wheat in making flour.

The main objectives of the company is flour milling and it is listed on the Nigerian Stock Exchange with the classification of food and beverages.

The company produces over 6 brands of products from wheat and maize. These include wheat offal, maize offal, wheat flour, maize flour, masavita, samovita, etc. In 1986 the company has a staff strength of over 207, but with introduction of the current structural Adjustment Programme and Ban on importation of wheat which is the company's main raw material , the staff strength had since reduced to far less than hundred. Most of the junior staff are not sure of continued

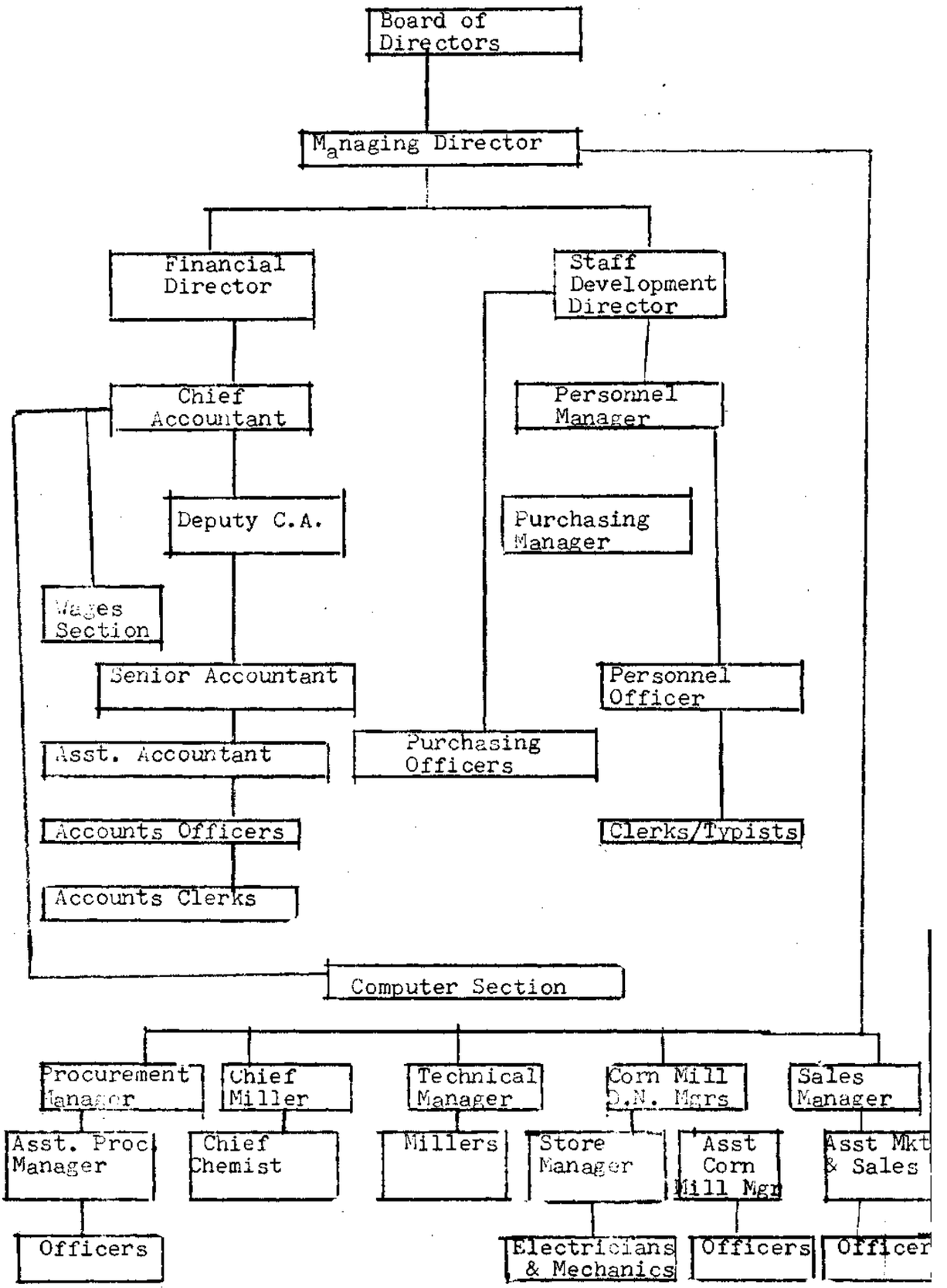
employment since at the present the company is partially closed due to lack of customers to purchase the already processed flour. This situation, according to the company's Public Relations Department is caused by high cost of wheat and smuggling of wheat flour from Neighbouring countries into Nigeria.

The company has now embarked on local sourcing for its raw materials, and also it is involved in large scale farming to boost its backward integration efforts.

Structure:

At the top on the structure is the Chairman of the Board of Directors who is a Nigerian, the Managing Director, an expertriate. Below the Managing Director are two Directors one responsible for Finance and the other for staff Development/Personnel. Below is a schematic diagram of the Organizational Structure.

Figure 2


Board of Directors
Managing Director
Financial Director
Staff Development Director
Chief Accountant
Personnel Manager
Deputy C.A.
Purchasing Manager
Wages Section
Senior Accountant
Personnel Officer
Asst. Accountant
Purchasing Officers
Accounts Officers
Clerks/Typists
Accounts Clerks
Computer Section
Procurement Manager
Chief Miller
Technical Manager
Corn Mill D.N. Mgrs
Sales Manager
Asst. Proc Manager
Chief Chemist
Millers
Store Manager
Asst Corn Mill Mgr
Asst Mkt & Sales
Officers
Electricians & Mechanics
Officers
Officer

3.3 Nigerian Victory Assurance Company Ltd.

The company was incorporated in 1970 but started operation in 1972. The company registered headquarters is No. 15B, Post Office Road, Kano. The authorized share capital was ₦400,000, in 1972 and it rose to 3.5 million naira in 1987. It has an Asset portfolio of 3.3 million as at 1987. The company is owned by Kano State Government and other Nigerians in the ratio of forty and sixty percent respectively.

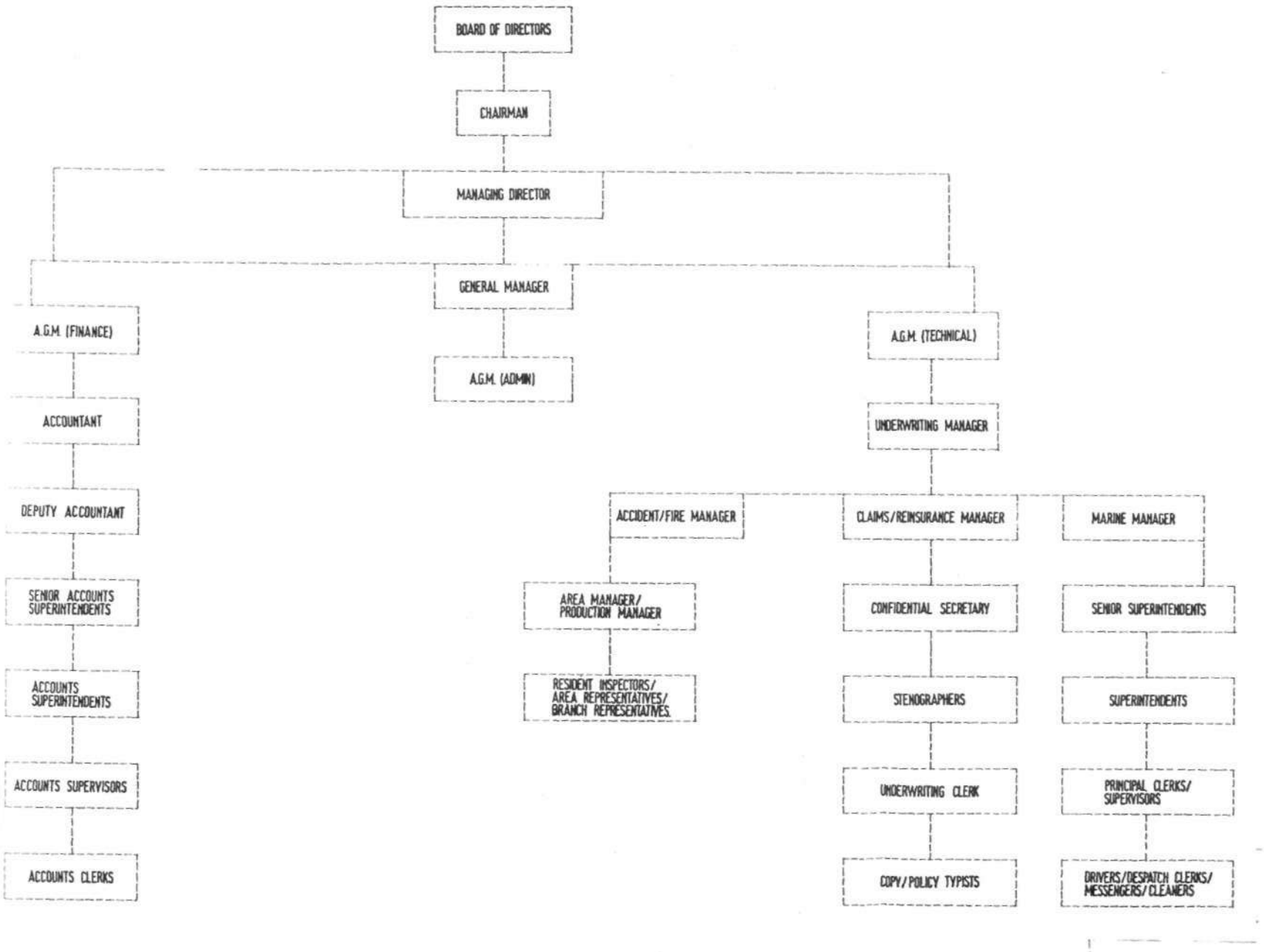
When the company started in 1972, it had only 3 staff, and rose to 115 in 1984, however, presently there are only 75 members of staff. The company has reduced its branches from 10 to five. The existing five are in Katsina, Jos, Maiduguri, Kaduna, Lagos.

The company's main business is in all classes of insurance except life policy. The dividend payout ratio for the company in 1986 was 10k per share.

Manpower development is one of the areas the company is committed to in an effort to develop its staff. In 1986 a number of staff were trained locally and abroad. The company's management felt that this is one of the sure ways of enhancing the quality of operations and services rendered to its clients. Even though presently the company is hard hit by the Structural Adjustment programme its management still have the belief that the future outlook is bright.[3]

Nigerian Victory Assurance Company Limited

Organisation Chart



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Chapter Four

METHODOLOGY AND DATA ANALYSIS

4.1 Methodology

This project work is aimed at establishing the relationship between organizational climate and leadership behavior in Nigerian organizations. Two questionnaires were used. There are:-

1. Questionnaire A: This was questionnaire for measuring climate dimensions adapted from Litwin and Stringers (1968)[1]
2. Questionnaire B: This was questionnaire that measures leadership behavior / styles.

The climate questionnaire has seven dimensions:-

(1) Structure:-

The feeling that employees have about rules, regulations, procedures. Are employees encouraged to use their own judgement and initiative or is red-tapism emphasized.

(2) Responsibility:-

The feeling of being trusted to do your job; not having to double-check all your decisions.

(3) Warmth and Support:-

A general feeling of good fellowship in the organizational atmosphere. The support one needs from each other in order to accomplish his task.

(4) Reward and Recognition:-

The feeling of being rewarded for a job well done; The perception of fairness of pay and promotion policies.

(5) Goal Clarity:-

The feeling that one knows his groups or department's goal and how it relates to the organizations goal and his performance.

(6) Risk-Taking Behavior:-

The challenge in the job and in the organization. Taking calculated risk is encouraged or placing it safe in the best way to operate.

(7) Personal Growth:-

The quality of performance emphasized by the organization along with emphasis on task accomplishment.

The second Questionnaire B has three leadership behavior/style dimensions.

1. Directive or "Autocratic"[2] - Leader was seen as one who commands and expect compliance.
2. Participative or "Democratic" leader consult with subordinates on proposed actions and decisions and encourages participation from them.
3. Supportive or "free rein" - leader who uses very little power on surbodinates, allow them to set own goals and means achieving them; and leader

perceive his role as facilitating the operations of followers.

4.2 Sample Selection

Three organizations were sampled to represent various sectors, of the economy. These organizations

1. Northern Nigerian Flour Mills Ltd. a manufacturing company.
2. Kano State Polytechnic, an academic institution.
3. Nigerian Victory Assurance Co. Ltd., a service organization, dealing with all classes of insurance except life.

Respondents in these three organizations were classified into two groups: were the Management staff and Intermediate and Junior. The management staff in Kano State Polytechnic were The Rector, Director of Schools, Registrar, Chief Planning Officer, Director of Works, Bursar, Chief Librarian Heads of Academic Departments.

The Intermediate and Junior staff in Polytechnic include Lecturers and other support staff whose duty does not include administration.

In the Northern Nigerian Flour Mills, the management staff the Directors, Chief Miller Chief Mechanical Engineer, Procurement Manager.

The Intermediate and Junior staffwere the line staff and below.

In the Nigerian Victory Assurance Company Ltd. the management staff comprise of the Managing Director, the General Manager, his 2 deputies and underwriting manager, the Intermediate and Junior staff included were classified as those below the level of the management staff.

These organizations were selected for proximity of their head office in Kano State.

A total of 180 questionnaires were administered to the three organizations in the following manner:-

In Kano State Polytechnic, eighty questionnaires were distributed, forty for management staff, forty for Intermediate staff, out of the eighty only fifty were returned. On examination, sixteen each from both management and intermediate staff were found to be properly completed.

In Northern Nigerian Flour Mills Ltd., sixty questionnaires were distributed, thirty each for Senior and Intermediate staff respectively only forty were returned completed. Twelve questionnaires were knocked out because they were partially completed.

In Nigerian Victory Assurance Company Limited, forty questionnaires were distributed, twenty returned completed and eleven were knocked out, because they were partially completed.

Altogether 37 questionnaires were available for analysis for the three organizations.

The statistical analysis done include means and one way analysis of variance for climate dimension scores; mean leadership scores standard error and coefficient of variation; and correlation of predictive leadership and climate dimension scores.

Table 1

Means and one way analysis of variance of climate Dimension scores for three functional organization.

Climate Dimensions	Nigerian Flour Mills Orgn .1 N=14	Kano State Poly. Orgn 2 N=16	Nigerian Victory Ass. Orgn 3 N= 7	F - Ratio	
Structure	6.21	6.75	10.14	3.94	**
Responsibility	7.00	7.19	9.00	1.36	*
Warmth and Support	6.36	7.75	8.86	3.48	**
Reward and Recognition	4.50	5.88	9.00	6.02	***
Goal clarity	6.07	6.38	10.29	3.37	**
Risk taking behavior	4.88	5.69	7.29	2.32	*
Personal growth	4.43	7.31	10.71	2.32	*

* P/ 0.01

** P/ 0.05

*** P/ 0.001

Table 2

Mean Predictive Leadership Behavior Scores for the three Organizations, 1, 2 and 3. (Senior and Intermediate and Junior Staff).

	Nigerian Flour Mills Orgn. 1, N=14				Kano State Polytechnic Orgn 2 N=16				Nigerian Victory Assurance Co. Ltd. Orgn 3 N=7			
Predictive Leadership Behavior Scores	Range	$\bar{x}$	SE	CV %	Range	$\bar{x}$	SE	CV %	Range	$\bar{x}$	SE	CV %
Directive	6-10	7.53	±.26	13.1	6-10	7.18	±.32	17.9	6-11	5.86	±.56	25.3
Supportive	6-11	7.40	±.30	15.2	6-10	6.88	±.27	15.6	6-11	5.86	±.91	41.1
Participative	4-8	8.60	±.43	19.1	2-10	7.47	±.36	19.8	0-9	5.71	±1.1	51.1

Mean predictive leadership behavior scores for three organisations 1, 2, and 3 (for Management, intermediate and Junior staff)

Table 3

Means and one way analysis of variance of leadership behavior scores for three organizations.

(Senior, Intermediate and Junior Staff).

Leadership behavior	Northern Nigerian Flour Mills Orgn 1 N=14	Kano State Polytech-nic. Orgn 2 N=16	Nigerian Victory Assurance Orgn 3 N=7	F-Ratio	P
Directive	7.54	7.18	6.22	3.04	.06*
Supportive	7.40	6.88	6.22	2.25	.12
Participative	8.60	7.49	6.22	5.21	.10

* P/_ 0.05

Table 4

Correlation of Predictive Leadership and Climate Dimension Scores

Climate Dimension	LEADERSHIP BEHAVIOR								
	DIRECTIVE			SUPPORTIVE			PARTICIPATIVE		
	Orgn 1	Orgn 2	Orgn 3	Orgn 1	Orgn 2	Orgn 3	Orgn1	Orgn2	Orgn 3
Structure	.24	.48	.82	.31	.31	.61	.68*	.68*	.65
Responsibility	.11	.46	.51	.73*	.73*	.79	.57*	.77*	.77
Warmth & Support	.50	.62*	.31	.64*	.64*	.56	.65*	.65*	.60
Reward & Recognition	.08	.82*	.55	.72*	.71*	.76	.62*	.62*	.80
Goal clarity	.33	.78*	.65	.75*	.78*	.76	.72*	.71*	.74
Risk taking behavior	.51	.61*	.37	.50	.50*	.64	.63*	.63*	.66
Personnel growth	.29	.74*	.72	.76*	.78*	.70	.70*	.70*	.72
Critical value	.53	.50	.88	.53	.50	.88	.53	.50	.88

Organization One : Northern Nigerian Flour Mills.

Organization Two : Kano State Polytechnic.

Organization Three: Nigerian Victory Assurance Company Limited.

4.3 Data Analysis

The mean values for climate dimensions for all three organizations shown in Table 1. The mean are climate dimensions score was highest in organization three, the Nigerian Victory Assurance Ltd. followed by Kano State Polytechnic - organization two and organization one the Northern Nigerian Flour Mills Limited respectively.

There is a remarkable low mean value in all the three organizations for risk taking. Also responsibility was relatively high in organization one and two, except for organization three with a relatively lower responsibility dimension.

Table 2 shows the mean predictive leadership behavior scores for all the three organizations. The mean for all the leadership behavior . are almost similar for organization three. Also the mean scores for participative leadership was 8.6 for organization one which is a manufacturing company; 7.46 for academic institution and 5.71 for Insurance company which is classified as service organization in this project. The coefficient of variability ranged from 13.1% for manufacturing organization (Northern Nigerian Flour Mill Ltd.) to 51.1% for service organization which is highest.

The coefficient of variability was found to be high for all the leadership dimensions, in Organisation three than in the other two organisations.

Table 3 shows the means and one way analysis of variance of leadership behavior scores for all the three organisations for both Senior, Intermidiate and Junior Staff. The combine scores are relatively higher for participative behavior in all the organisations but in organisation three all the leadership behavior scores are the same. Directive leadership behavior was found to be significant ($P \leq 0.05$).

Table 4 shows the correlation between the predictive leadership behavior and the climate dimension scores.

4.4 RESULTS AND DISCUSSIONS

In table 1 the mean climate dimensions for the Victory Assurance Company are high, these high means are attributable to the low samples collected as compared to the other two organisations. This situation is reflected in table two with high percentage of coefficient of variation

The means for directive leadership behavior was found to be significant ($P \leq 0.05$) for all the organisations in table three.

In table 4 there was no significant correlation between directive leadership behavior and climate dimensions in organisation one, except for risk taking behavior which was earlier noted to have lower means, however, there was significant correlation between all the climate dimensions and directive leadership behavior in organisation two (an academic institution) except for structure and responsibility which shows no

correlation at all. The reasons for such low correlation between structure and leadership may be due to the nature of an academic institutions where lecturers unlike the administrators need not report strictly to any single individual, and the Committee system of management very flexible. The structure, responsibility dimension and directive leadership could hardly correlate in an academic institutions particularly in a situation where lecturers agitate for "academic freedom" and Peter Drucker (1956) call Academic Institutions as an "Organized Anarchy."

The sample size for organization three made the critical value (.88) very high, hence there was no correlation between climate dimensions and directive leadership behavior.

Though structure has influence on individual and group behavior as stated by Hall (1962) and Joan Woodward (1956) it does not show any correlation with supportive type of leadership in organization one and two.

In Organisation 3, the absence of any correlation of leadership support with all climate dimensions may be due to the sample size and im addition

the workers attitude to work due to lack of dynamic leadership behavior. The workers are may possibly be behaving the way they want without appropriate punishment.

There is a direct and positive correlation between supportive leadership style in organization one and two with .53 as critical value, except on structure in the two organization (one and two). This may be due uncertainty in continuous employment in organization one; committee style of leadership in the academic institution, (organization two) and the practice of Academic freedom. The risk taking dimension is not correlated with supportive leadership behavior in organization one. Workers are generally apathetic in organization one. Most employees accross the nation avoid risk-taking for fear of retrenchment which is still being carried out for either lack of raw materials or spare parts. In addition, at the time the questionnaires were distributed in organization one (which shows no correlation between risk taking dimension and supportive leadership behavior) a management meeting was going on and most staff assumed that retrenchment was an item on the agenda.

There is also a positive correlation between all the climate dimensions and participative leadership behavior in organisations one and two and non at all for organisation three. Again, this may be due to the reasons stated earlier for organisation three.

There is a positive correlation in all the dimensions and participative leadership behavior in organisation one and two, these may however not mean that the relationship will increase productivity or efficiency of the organisations, as a matter of fact further research is required to determine the whether there is a correlation between organisational climate and participative leadership behavior, and if this result or relationship increases productivity and efficiency of an organisation.

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Chapter Five

SUMMARY AND CONCLUSIONS

Most of the literature on climate concentrates on the psychology of an individual within an organization or on the organizational structure as it affects people, Likert (1961), Woodward (1958). In a simulated research conducted by Litwin and Stringer (1968), they found variation in the attitude of workers as the leadership behavior changed. They assumed that climate was influenced by a variety of factors such as physical situation, nature of the activity, needs of the people, and in particular by the behavior or style of the formal or informal leader.[1]

In a highly structured organization with little opportunity for individual responsibility, (authors above) found aloofness, distance between management and the workers, and a sizeable amount of personal and group conflict so common, despite the leader's effort to suppress and eliminate conflict wherever they appeared. In an organization with loose structure. Strong norms of responsibility and personal initiative developed and risk taking was accepted. Even though the climate was rewarding but poor performance was noted, even though a warm and supportive

climate tend to develop a norm of team work and cooperation, however some moderate conflict was generated.

In a democratic type of leadership behavior Litwin and Stringer (1968) found out that emphasis of warmth and friendliness, ample reward without critism or punishment generate personal sense of responsibility among employees. There is no direct correlation between all the climate dimensions and the leadership behavior in this study, the reasons are obvious, the current economic dawn turn of most organizations in the country and frequent retrenchment exercises has made employees to become more sensitive to satisfying their basic needs.

Most employees tend to have lukeworm attitude in completing questionnaires, they do not fill questionnaires as honestly as they can for fears best known to them. A clear example is that most employees even some management members in one of the organization confirmed that support, wormth, reward and recognition, personal growth are never considered with seriousness in their organization but the same people left some of these areas in their questionnaire blank or give positive answers.

This study in showing the non-existence of a relationship between organizational climate dimensions

and leadership behavior has confirmed the fact that most employees expend less than half of their maximum effort on their jobs. Since they spent most of their time trying to to solve the problem of their physiological needs Maslow (1954). Hence, the potentialities of employees remain untapped, and organizations continue to remain ineffective and inefficient.[2] Both government and private organizations should channel their efforts and resources towards providing an environment rich in growth. It is only then an employee can be expected to give his best in the performance of his job. As Litwin and Stringers (1968) puts it Manager's leadership style is a critical determinant of organizational climate.[3]

It is important therefore for managers to sit down and carefully assess the basic needs of his people, and than he will think in ways to manipulate the task, the climate and his own leadership style to satisfy the basic needs in order to generate the desired behavior. In conclusion therefore one may say that this project has the potential value to any individual concerned about the organizational and institutional environment he inhabits. With better knowledge of these environments, the individual is better prepared to choose the environments he prepared to work and to cope with.

In conclusion, this findings reveal no significant correlation between all the dimensions and Leadership behavior/styles in the three organisations studied, although some dimensions were found to be significantly correlated with either Directive, Supportive, or Participative leadership behavior/style. In areas where there is direct relationship one is not sure if this relationship will icrease productivity and efficiency. Further research is required to determine whether there is a correlation between organisational climate and participative leadership behavior and if the results increase productivity and efficiency.

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APPENDIX 1

DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF ADMINISTRATION
A.B.U. ZARIA

Dear Sir/Madam,

I am undertaking a study on leadership behavior in Organisations as a requirement for an MBA Programme. This study is strickly for academic purpose, do not write your name. Please answer the attached questionaire:

Thank you. Bala Mohammed Inuwa

Demographic Data. Tick as appropriate

1. Age: below 25yrs ☐, 26-30 years ☐
   31-35 years ☐, 36-40 years ☐
   41-45 years ☐, 46-above ☐

2. Sex: Male ◯ Female ◯

3. Education: Tick the highest achieved
   WASC/TC ◯, OND ◯, NCE ◯
   BSC ◯, HND ◯, MSC,MA ◯
   PHD ◯, Profesional qualification ◯

4. Name of the Organization ----------
   ----

5. How many years have you worked with the Organization?
   Under 1 year ◯, 1-2 years ◯, 3-4 years ◯
   5-6 years ◯, 7-8 years ◯, 9-10 years ◯
   Above 10 years ◯

6. Salary: below ₦8,000 ◯, ₦8,001-10,000 ◯
   ₦10,001-₦12,000 ◯, ₦12,001-₦14,000 ◯
   ₦14,001-₦16,000 ◯, ₦16,001-₦18,000 ◯
   ₦18,001 and above. ◯

Please respond to each question with Y (yes) or N (No)

1. _____ Do you define the group task goals?
2. _____ Do you show personal interest in employees?
3. _____ Do you allow group members to set their task goals?
4. _____ Do you tell employees what jobs should be done and how?
5. _____ Are you friendly and approachable?
6. _____ Do you allow group members to create their own jobs?
7. _____ Do you encourage employees to express their feelings and concerns?
8. _____ Do you establish a clear chain of command?
9. _____ Do you use employees participation as a means of communication?
10. _____ Do you provide the necessary information and instruction?
11. _____ Do you discourage conflict among group members?
12. _____ Do you encourage teamwork rather than competitic
13. _____ Do you tell the employees how they will be rewarded?
14. _____ Do you reward employees to make them happy?
15. _____ Do you encourage employees to discuss any conflict or problems with the Supervisor?
16. _____ Do you emphasize loyalty and interpersonal relations?
17. _____ Do you use rewards and punishments to control the employees?
18. _____ Do you share groups success and failure with group members?

APPENDIX 2

DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF ADMINISTRATION
A. B. U. ZARIA

Dear Sir/Madam,

In fulfilment of the requirment of an MBA Programme, I am undertaking a study on the organizational climate and leadership behaviour. This study is dependent on your co-orperation.

Please, kindly fill in the attached questionaire, do not write your name, all information collected is strictly for research purpose.

Thank you.

Bala Mohammed Inuwa

Demographic Data (Tick Appropriate column)

1. Age: below 22 ◯ , 23-27 ◯ , 28-32yrs ◯
   33-40yrs ◯ , 40 yrs and above ◯

2. Sex: Male ◯ Female ◯

3. Education: Tick Highest level achieved
   , WASC/TC ◯ , OND ◯ , NCE ◯
   BSC ◯ , HND ◯ , MSC,MA ◯
   Professional qualifications ACCA,AIB etc. indicate which ---------- ◯

4. Name of the Organization ----------
   ---

5. How many years have you worked in this Organization?
   1-3 years ◯ , 4-6 years ◯ , 6-8 years ◯
   9-11 years ◯ , 12 years and above ◯

6. Salary: below ₦4,000 ◯ , ₦4,000-₦6,000 ◯
   ₦6,001-₦7,000 ◯ , ₦7,001-₦8,000 ◯
   ₦8,001-₦9,000 ◯ , ₦9,001-₦10,000 ◯
   Above ₦10,001 ◯

The questions measure the organisation climate. Please place tick in the columm that discribes your assessment of the climate in your organisation.

b.a		Not at all 1	2	3	4	Somewhat very much 5
1.	How much flexibility do you have in utilizing your time and resources?					
2.	Does your organisation encourage you to use your own judgement and initiative?					
3.	How much trust is there between you and your superiors?					
.	Do you feel free to discuss work related problems with superiors?					
5.	Are your superiors sympathetic to your problems?					
6.	Are your co-workers friendly and supportive of one another?					
7.	Are you treated fairly according to your contributions?					
8.	Are employees recognized and rewarded for good work?					
9.	Are your task goals clearly defined?					
10.	Do you know how your activities are related to group goals?					
11.	Do employees feel free to disagree with superiors without fear of repercussions?					
12.	Can employees do something new without fearing possible failure?					
13.	Dos your organisation emphasize high quality performance					
14.	Is task accomplishment emphasized in your organisation?					

Read and respond to each question with Y (yes) or N(No)

1. Does the Management define the group's task goals?_____

2. Does the Management show personal interest in employees?_____

3. Does the Management allow group members to set their task goals?_____

4. Does the Management tell employees what jobs should be done and how?_____

5. Is the Management Staff friendly and approachable?_____

6. Does the Management allow group members to create their own jobs?_____

7. Does the Management establish a clear chain of command? _____

8. Does the Managment encourage employees to express their feelings and concerns?_____

9. Does the Management use employee participation as a means of communication?_____

10. Does the Management provide the necessary information and instruction?_____

11. Does the Management discourage conflict among group members?_____

12. Does the Management encourage teawork rather than competition?_____

13. Does the Management tell the employees how they will be rewarded?_____

14. Does the Management reward employees to make them happy?_____

15. Does the Management encourage employees to discuss any conflicts or problems with the Supervisor?_____

16. Does the Management use rewards and punishments to control the employees?_____

17. Does the Management emphasize loyalty and interpersonal relations?_____

18. Does the Managment share the group's success and failure with group members?_____