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INFLUENCE OF ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL CULTURE ON PSYCHOLOGICAL WELL-BEING OF MANAGERIAL PERSONNEL

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ABSTRACT

The present study is aimed to analyze the influence of Organizational Climate and Organizational Culture on psychological well-being among managerial personnel in Indian telecommunication organizations. The study was conducted in different Private and Public organizations situated in Delhi and National Capital Region (NCR). The sample consisted of 300 managers (150 private and 150 public) of different telecommunication organizations such as Airtel, Reliance, Vodafone, Idea, MTNL and BSNL. Data were collected through purposive random sampling method. Organizational Climate, Organizational Culture and psychological well-being scales were administered individually to each respondent of the sample. Stepwise multiple regression analysis reveals significant predictors of different dimensions of Organizational Climate and Organizational Culture on the dimensions and overall Psychological Well-being among managers of private and public telecommunication organizations. On the other hand t-test reveals significant difference between means of two groups of managers of private and public organizations on all the measured variables and their respective dimensions. The findings suggests that the organizations in both the sectors need to evaluate and analyze the current status of Organizational Climate and Organizational Culture and apply suitable measures to improve them to provide convenient interpersonal atmosphere so that the level of Psychological Well-being among managers could be improved. The findings are further explained in the light of present scenario in existing private and public organizations.

KEYWORDS*: Organization, Climate, Culture, Psychological Well-being, Manager.*

INTRODUCTION

The present research is an effort to emphasize the significance of Psychological Well-being among managers in the perspective of Indian telecommunication organizations through the analysis of organizational climate and culture in both private and public sector. Managers represent prominent workforces of the organization, they act as a leader, interact and motivate their subordinates and colleagues, communicate with top managements and customers, and achieve their individual as well as organizational goals. Organizational climate and organizational culture are distinctly identifiable elements with their unique characteristics within organizations. Organizational climate consists essentially of shared perceptions, attitudes and behavioral characteristics, whereas, organizational culture is widely implicit in relations with fundamental assumptions, beliefs and values. Therefore, it can be anticipated that distinctiveness of Organizational Climate and Organizational Culture will positively influence the psychological well-being of the employees in particular and organization

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as a whole. Hence, this particular study is exclusively designed to assess the impact of managers' perception of Organizational Climate and Organizational Culture on their Psychological Well-being.

In an attempt to contribute to the Well-being of managers in private and public organizations, limited numbers of researches have been conducted to assess the impact of organizational climate and organizational culture in terms of administration, group psychology and organizational structure. The managers of a telecommunication organization faces challenges such as, working with people from different cultures, improving the quality of products and services, enhancing productivity, maximizing customer satisfaction and so on. These require dealing with a work force that has different needs, aspirations, attitudes and style. These challenges could be handled only by empowering managers and lending them moderately high degree of freedom in their decision making. As a result, organization could become an entity, where everybody, including managers, is engaged in identification of problems and finding their solutions by continuous experimentation and improvement.

ORGANIZATIONAL CLIMATE AND CULTURE

In Indian culture the growth and development of society is largely depends on the development of an organization. Since every members of a society work and play a definite role in their respective organizations as an employee, student, client, patient and citizen. 'Men' or human beings are the most important element among all the universally accepted essential elements for effective organization such as men, money, methods and materials.

The term organizational climate is repeatedly used to illustrate the psychological structure of an organization and its different sub-units. Each organization has inimitable personality structure based on its own environment. Among all the interactions which take place in an organizational system, the communication between managerial personnel and employees contributes to a largely in determining the environment or the atmosphere of that organization. The existing climate of an organization influences the behaviour of an employee which in turns affects their working environment and their performance. Thus, the organizational climate is an important aspect which influences the behaviour and performance of the employees in an organization.

However, it's difficult to define organizational climate with a single universally accepted definition. Two most related difficulties are there firstly how to define climate and secondly how to measure it efficiently on various levels of employees and sectors of organization. In the words of Owens (1998) "Organizational climate is the study of perceptions that individuals have of various aspects of the environments in the organizations".

Cooper (2003) saw organizational climate as "people's perception of their working environment with regard to caring and friendliness." In other words, it's believed that the communication of employees and management ought to produce a healthy organizational environment which suggests that organizational climate is subject to the perceptions of employee and management.

Organizational climate is the way in which organizational members perceive and characterize their environment in an attitudinal and value-based manner. It has been considered as an important and influential aspect of satisfaction and retention, as well as institutional effectiveness (Denison, 1996; Moran and Volkwein, 1992; Verbeke, Volgering, and Hessels, 1998). Calahane and Sites (2008) have defined Organizational climate as a shared perception of the work environment by an individual's inside a common system.

An entire new school of organizational philosophy has developed during 1970s which observed organizations as cultures rather than as machines. Researchers specifically in this area provided definitional frames for analyzing cultures. Study of Herskowitz (1948) describe culture as a construct describing the total body of faith, behaviour, knowledge, morals, ethics, and goals that comprise the way people live their life. Geertz (1973) also included this in his depiction of culture as a traditionally transmitted mold of meanings embodied in symbols in a structure of inherited conceptions articulated in symbolic forms by means of which men communicate, perpetuate and develop their knowledge and attitudes towards life.

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Organizational culture has been a topic of significant interest to organizational researchers, management consultants and corporate executives. For instance, Trice and Beyer (1993) depicted an organizational culture as a management tool; it is attributed with creating a competitive advantage (Bennis and Nanus, 1985), it is one of the reason behind merger and acquisition failure (Donahue 2001), and also provides the basis for success (Denison 1990). An organization's culture is also thought to be complicatedly related to its leadership especially its upper level leaders (Davis 1984; Quinn and McGrath 1984; Schein 2004; Trice and Beyer 1993).

Reichers and Schneider (1990) in his study develop three perspectives on the theoretical development of organizational culture they are (1) introduction and elaboration, (2) evaluation and augmentation, and (3) consolidation and accommodation. They further emphasized that there is great interest in many organizations in acquiring and using accessible and applicable concepts about organizational culture that can really contribute to make a difference on to how they manage change more sensitively and successfully.

Many researchers agree that culture is a complex issue predominantly in very large organizations where several sub-cultures may exist concurrently. According to Sathe (1985) culture is "the set of important assumptions (often unstated) that members of communities share in common. ." Every group, corporate and organizations has a distinctive culture that is shaped by its members' shared history and experiences (Schein, 1985). Ravasi and Schultz (2006) included that organizational culture is an arrangements of shared mental assumptions that direct interpretation and action in organizations by defining appropriate behaviour in various situations.

The recent advancement of organizational culture, particularly the role of shared values and business philosophical ideas has led researchers to query the conceptual uniqueness of the climate and culture constructs. Schneider (1985) pointed out the perplexity between these two constructs which can be accredited because of casual and overlapping use of the terms by many scholars in the area of organizational culture. Many researchers relate the term culture even though they are measuring dimensions of climate (O'Toole 1979). On the other hand others scholars conceptualize climate in a manner similar to the definition of culture but use an existing operational definitions of climate.

Trice, Beyer, and Morand (1985) argued that organizational culture and climate are different, and an understanding of these differences is important if we want to utilize the benefits from what these constructs. Burke (1985) on the other hand reinforces this claim by specifying that distinctions can be made among climate and culture studies. He emphasized that culture portray values whereas climate focuses on organizational perception. Researchers of culture basically want to comprehend the value system and how these values system are transmitted into cultural discourse. In his study Schneider (1985), mention that climate scholars are basically anxious about the dimensions of the organizational environment such as the degree of decision-making, self-sufficiency, supervisory, and rewards which are commonly studied in the area of climate and culture. Schneider and Rentsch (1983) described that climate is mostly an organization's current atmosphere and explained what happens to an organizational climate studies. Rousseau (1988) on the other hand noted that climate reflects how individual feels in relation to the current setting, while culture focused on how one "should" behave in a particular situation. Hence, culture captures the values that lie beneath climate; hence they are complementary as well as distinct.

Denison (1996) explained Organizational climate and culture on different perspective which is given below in table-1.

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Table-1: Divergent organizational culture and organizational climate research perspective: adapted from Denison (1996).

Perspectives	Culture	Climate
Epistemology	Contextualized and ideographic	Comparative and homothetic
Point of view	Emic (native point of view) Etic (researcher's viewpoint)	Etic (researcher's viewpoint)
Method	Primarily qualitative field observations	Primarily quantitative survey data
Temporal orientation	Historical evolution	Ahistorical snapshot
Theoretical foundations	Social construction; symbolic interactions; critical theory	Lewinian field theory
Disciplines	Sociology and anthropology	Gestalt psychology and social psychology

Hence keeping in view the importance of differences between organizational climate and culture, these variables and their respective dimensions have separately been taken as independent variables for the present study.

Psychological Well-being

Employee health and well-being has received considerably great attention from management theorists, industrial and organizational psychologists. Many researchers and psychologists squabble that organizations should stick to the healthy workplace practices whose center of attention is not only the profitability and productivity of the organization but also focuses on the health and psychological well-being of its employees (Grawitch, Gottschalk, & Munz, 2006; Grawitch, Trares, & Kohler, 2007; Russell, 2008; Wright & Cropanzano, 2004).

It is usually assumed that pleased worker is a productive worker. The belief that 'happy worker is a productive worker' is also supported by the many studies which implicit that psychological well-being is allied to a array of organizational outcomes like enhanced job performance, job satisfaction and work involvement, increased profitability and competitiveness of the organization, and reduced employee turnover (Grawitch et al., 2006; Keyes, Hysom, &Lupo, 2000; Russell, 2008; Spector, 1997; Warr, 2005; Wright & Bonnet, 2007).

Well-being is a broad concept that includes experiencing pleasant emotion, low level of negative mood and high life satisfaction. It is not viewed only as the lack of disease or illness or the absence of anxiety or depression rather a state of complete physical and social health. . Warr (1978) describe psychological well-being as a malleable concept which is concerned with an Individual's feelings about his daily life experiences. These feelings extend from negative state such as stress, worry, unhappiness to positive. The origin of well-being can be followed back fundamentally in the hedonistic approach where we define well-being as a high level of positive effects, a low level of negative effects and high level of life satisfaction.

A large number of studies described psychological well-being in the perspective of subjective feelings of gratification, contentment, satisfaction with life's experiences and one's role in the world of profession, sense of accomplishment, utility, belongingness, and no distress, dissatisfaction or worry etc. (Shek, 1997; Sastre and Ferriere 2000). However, psychological well-being somewhat relies on how a person is given importance by those around him. Hence, it is briefly defined as individual's assessment of their own lives. These sort of evaluations can be founded on both cognitive judgments such as satisfaction of life, and emotional responses to events, such as having positive emotions. Psychological well-being is also seen as far reaching and diverse concept which includes different aspects of everyday life experience.

Psychological well-being considered to be the complex measure of physical, mental and social well-being as perceived by every person in their life (Andrews & Withey, 1976; Najman & Levine, 1981). As per

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the study of Wright and Cropanzano (2004) psychological well-being is an overall efficiency of an individual's psychological functioning and argued that there are three characteristics of psychological well-being firstly is subjective experience which implies that individuals are high in psychological well-being to that level that they believe themselves to be, secondly, psychological well-being incorporates both the relative presence of positive emotions and the relative absence of negative emotions and third, psychological well-being is a global verdict and has been appeared to display consistency over time resulting to one's entire life.

A workable perspective of psychological well-being can be best explained by Robertson and Flint-Taylor (2008) who describe psychological well-being at work as "the affective and purposive psychological state that people experience while they are at work". Hence, psychological well-being at work needs to be included both the extent to which employees have optimistic emotions and the extent to which they experience meaning and purpose in their work life.

Keeping in mind the importance of psychological well-being among employees of telecommunication organization, this variable has been considered as a dependent variable for the present study to assess the effect of organizational climate and organizational culture on psychological well-being in this regard.

REVIEW OF LITERATURE

Organizational climate was conceptualized as a global construct (Wright & Kim, 2008; Kuenzi & Schminke, 2009) and was not widely discussed until the early 1970s. Employee perceptions towards climate fascinating organizational researchers and they proposed various conceptualizations of climate.

Many researchers consider that organizational climate suppose to be viewed as a multidimensional construct in which few dimensions are used as a common and relevant to most of the organizations (West and Patterson, 1999). It is believed that organizational climate consist of mutual perceptions about organizational norms, attitude, principles, ethics, and procedures that can be seen at general or specific levels (Van Muijen; 1998; Guldenmund, 2000).

Parker (1999) has mention that perceptions about climate provide an essential mediating link between organizational characteristics and consequential work outcomes such as employee attitudes, motivation, and psychological well-being.

A recent advancement in the climate literature is the 'climate for something' approach (James et al., 2008; Kuenzi & Schminke, 2009) presented by Schneider (1975), the so-called facet-specific climates (Kuenzi & Schminke, 2009). This approach focuses on the interest of employees, their strategic business goal and overall service to the company. However, researchers are inconsistent with the most productive effect that whether facet-specific or global has on well-being and performance of the employees (Kuenzi & Schminke, 2009; Ostroff, Kinicki & Tamkins, 2003).

The term organizational culture has received much consideration in business practices and academic research (Deal and Kennedy, 1982; Denison, 1990; Peters and Waterman, 1982; Schein, 1992; Smircich, 1983). Organizational culture concept has been drawn from various different points of view such as the nature of culture (Schein, 1992; Trice and Beyer, 1984, 1993), ways to study culture (Duncan, 1989; Lau, 1991; Martin, 1992), determinants of organizational culture (Gordon, 1991), managing and changing culture (Fiol, 1991; Kerr and Slocum, 1987; Kilman et al., 1985), and the culture-performance relationship (Cameron and Freeman, 1991; Denison, 1990; Saffold, 1988). Yet, the issue of how we define organizational culture and measured the connection between organizational culture and psychological well-being has not been highly investigated.

Organizational culture is perceived as a vital asset for the organization because it has shared beliefs and norms which influence employee perceptions, behaviors and emotional responses to the workplace. For example, organizational culture has been found to influence organizational climate and modify attitudes including work attitudes (Aarons & Sawitzky, 2006; Carmazzi & Aarons, 2003; Glisson & Hemmelgarn, 1998; Glisson & James, 2002), as well as employee behaviors that contribute to the success or failure of an organization (Ashkanasy, Wilderom, & Peterson, 2000).

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Glisson & James (2002) have conducted researches in the area of organizational climate and culture and found that these variables have distinct and multi-dimensional constructs. Culture reflects behaviors, norms and expectations, whereas organizational climate reflects workers' perceptions and emotional responses to the characteristics of the work environment (Glisson & James, 2002; James, Hater, Gent, & Bruni, 1978; James & Sells, 1981).

Organization consists of climate and culture and believed to influence individual level attitudes or job attitudes and behavior (e.g., turnover). Such cross level impacts, linking organizational constructs to individual outcomes, have been supported in various studies (Glisson & James, 2002; Schoenwald, Sheidow, Letourneau, & Liao, 2003).

A sizable number of articles were reviewed by Wright and Cropanzano (2000) on the subject of psychological well-being. They additionally concluded that mental health issues have never been as essential as they are being considered today. Because of the modern cultural and technological advancement, the well-being of employees might be in danger (Kinnunen, Geurts and Mauno, 2004). Warr (1990) emphasized that focusing on the psychological well-being of the employees is vital because its influence their conduct, decision making and communication with colleagues, and futhermore spills over to family and their social life.

Keyes, Hystom and Lupo (2000) clarified that well-being alludes to employees' opinion and assessment of the quality of their lives and the quality of their psychological and social performance. Warr (1999) institute that if well-being of an employee increases, the productivity and profitability of the organization increases as well. However Cox (1987) had viewed that when well-being of an employee decreases then the employee feels elevated level of stress and the stress coping strategies will decrease simultaneously.

An individual with psychologically healthy frame of mind experience affectionate and trusting relationship, also feels that they are emerging as an individual, have a reason in their lives, increase confidence that they can form the world as to fit their needs, and found competent to express their actions from internal standards. Study of Wright & Cropanzano (2004) encounter that individuals with high level of well-being have a propensity to be superior decision makers, exhibit better interpersonal behavior and receive higher overall performance rating. On the other hand employees who are happier with their lives and aspects of their work are more agreeable and supportive to their colleagues; more prompt, report less sick days, and remain employed for longer periods than dissatisfied employees (Spector, 1997; Warr, 1999).

Hence, keeping in mind the paramount importance of Psychological well-being among managers of private and public organization, this variable and their components have been taken as dependent variable to analyze the impairing effect that may be induced by organizational climate and organizational culture among managers of telecommunication organization.

OBJECTIVES OF THE STUDY

The foremost aim of present study is to evaluate the influence of Manager's perception of Organizational Climate and Organizational Culture on their Psychological Well-being in private and public telecommunication organizations. However, this study will also focus on different other objectives which are as follows;

• To investigate the influence of Organizational Climate and Organizational Culture on Psychological Well-being and its dimensions among Managers of Private telecommunication organizations,

• To evaluate the influence of Organizational Climate and Organizational Culture on Psychological Well-being and its dimensions among Managers of Public telecommunication organizations, and

• To determine the difference between managers of Private and Public telecommunication organizations on Organizational Climate, Organizational Culture and Psychological Well-being, and their respective dimensions.

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HYPOTHESES OF THE STUDY

In the light of available literature related to the present study, it was hypothesized that dimensions of organizational climate and organizational culture will positively influence dimension of psychological well-being among managers of private and public telecommunication organizations. The total numbers of formulated hypotheses are 13 which have been clubbed together on the basis of statistical tests applied on different groups of sample. The detailed hypotheses have been formulated in this regard are as follows;

H-1-5: Dimensions of Organizational Climate and Organizational Culture will influence Psychological Well-being and its respective dimensions among Managers of Private telecommunication organizations.

H-6-10: Dimensions of Organizational Climate and Organizational Culture will influence Psychological Well-being and its respective dimensions among Managers of Public telecommunication organizations.

H-11-13: Managerial Personnel of private and public telecommunication organizations will differ with each other on Organizational Climate, Organizational Culture and Psychological Well-being, and their respective dimensions.

METHODS

Participants: The sample of present research consists of a total of (N=300) Managers, 150 each from private and public telecommunication organizations. All the respondents were selected through purposive random sampling method from different parts of Delhi and its NCR (National Capital Region). The age of the sample ranges from 30 to 55 years. The methodology of the study was planned systematically keeping in view its lofty objectives.The data was collected from following private and public telecommunication organizations.

Table-2: Sample breakup

Private	No. of Participants	Public	No. of Participants
Reliance Air Tel Idea	150	MTNL BSNL	150

Instruments

Organizational Climate Scale: Organizational Climate Scale developed by Pathe, Chaudhari and Dhar (2001) was administered to explore the general opinion of working managers of different organizations. This scale contains 22 items. Each item of this scale was rated on 7 point rating scale ranging from strongly disagree to strongly agree with a score 1 to 7 (1-strongly disagree, 2-moderately disagree, 3-slightly disagree, 4-neither agree nor disagree, 5-slightly agree, 6-moderately agree and 7-strongly agree). The scale measures four different factors of Organizational Climate such as Results, Rewards and Interpersonal Relations, Organizational Processes, Clarity of Roles and Sharing of Information, and Altruistic Behaviour.

The split half reliability coefficient was found to be 0.87. The scale has high content validity. Norms of the scale are available on a sample of working population, those with high and low scores can be considered to perceive the level of organizational climate as highly favorable and unfavorable respectively.

Organizational Culture Scale: The Organizational culture scale developed by Nair and Daftuar (2001), adapted and standardized by Sabhapathy (2006), later was modified and reconstructed by Kamashi (2008), and adapted and standardized by James and Umaselvi (2008) was used for the study. The questionnaire consists of 38 items, distributed over the eight dimensions such as Ability Utilization, Growth and Innovation, Helping Behaviour, Low Stress, Personalized Relationship, Individual Dignity and Goal Achievement, Bureaucracy and Shared Outlook.

Each item was rated on a 5-point Likert type rating scales ranging from strongly disagree to strongly agree (1-strongly disagree, 2-disagree, 3-undecided, 4-agree and 5-strongly agree). The maximum possible score on this scale is 190 and the minimum score is 38. The reliability coefficient using split-half reliability by odd and even methods was found to be 0.96. The validity found by using Guldford's formula (1954) by applying square roots of the reliability was also high and yielded a validity coefficient of 0.98. The reliability

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and validity coefficients were found to be highly significant and that established the reliability and validity of the tool.

Psychological Well-Being Scale: In the present study Psychological Well-Being Scale developed by Bhogle and Prakash (1995) was used. The scale contains 28 items measuring satisfaction in the four areas of well-being such as Life-marriage, Peer comparison, Social support and Health.

When put on test, PSW questionnaire (Bhogle & Prakash, 1993) shows an internal consistency of 0.84 and split half coefficient of 0.91, in retest using the same questionnaire after three months 0.72 correlations was observed. The questionnaire had high correlation of 0.62 with subjective well-being questionnaire of Nagpal& Sell (1985) and 0.48 with general well-being questionnaire of Verma and Verma (1989).

Procedure and Analysis: The data were collected individually from each respondents of the sample. Before administering the tools, the investigator personally met with the subject and good rapport was established. Then, the investigator asked the subject to give their valuable response against each item of the scales without leaving any item un-responded. After collection of data scoring was done according to the scoring key of each scale.

Statistical analysis was done using Stepwise Multiple Regression Analysis method to obtain the appropriate results. In the present investigation t-test was also computed to analyze the significance of difference between two groups of sample on different variables and their respective dimensions. Statistical Package for Social Science (SPSS) version 16.0 is used for tabulation and analysis.

RESULTS AND DISCUSSIONS
Results Obtained by Regression Analysis
Managers of Private Organizations

Since none of the independent variables and their dimensions emerged as predictors of Overall Psychological Well-being among managers of private organizations, hence results obtained in regression analysis have not been given. The analysis showed that among all the entered independent variables i.e., Organizational Climate, Organizational Culture and their dimensions did not emerged as predictor of Psychological Well-being among managers of private organizations. Thus, it did not prove the first hypothesis (H-1) of the present research that "Dimensions of Organizational Climate and Organizational Culture will influence Psychological Well-being among managers of Private organizations".

Table 3.1a and 3.1b: Organizational Climate and Organizational Culture as a predictor of 'Life Marriage' first dimension of Psychological Well-being among managers of private organizations.
3.1a. Model Summary

Model	R	R square	Adjusted R Square	Change Statistics	
				R Square Change	F Change
1	.213(a)	.046	.039	.046	7.066

a. Predictors: (Constant), Clarity of Role and Sharing Information

The above table shows the model summary indicating only one predictor of the model. Multiple correlation (R) was found to be .213 for Clarity of Role and Sharing Information. Further R square which represents the contribution of predictor variables to the criterion variable was also clearly indicated as .046 for Clarity of Role and Sharing Information. Another considerable aspect is R square change, which is the real covariance, the magnitude of independent variable which contributed to the dependent variable (Life Marriage) was found to be 4.6% for Clarity of Role and Sharing Information. It shows that Clarity of Role and Sharing Information contributed 4.6% variance to Life Marriage dimensions of Psychological Well-being.

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3.1b.Coefficient

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Correlation (Partial)
		B	Std. Error	Beta			
1	(Constant)	3.870	.388		9.980	.000	
	Clarity of Role and Sharing Information	.052	.020	.213	2.658	.009	.213

Criterion variable: Life Marriage.

Table 3.1b clearly indicates that only Clarity of Role and Sharing Information influences Life Marriage of Managers of Private Organizations. The statistical value given in the table indicates t=2.658 for Clarity of Role and Sharing Information, which was significant at beyond .01 level of significance. The correlation (partial) was found to be r=.213 for Clarity of Role and Sharing Information. Thus, it partially proves the second hypotheses (H-2) of the present research that "Dimensions of Organizational Climate and Organizational Culture will influence 'Life Marriage' first dimension of Psychological Well-being among managers of Private organizations".

Table 3.2a and 3.2b: Organizational Climate and Organizational Culture as a predictor of 'Peer Comparison' second dimension of Psychological Well-being among managers of private organizations.
3.2a. Model Summary

Model	R	R square	Adjusted R Square	Change Statistics	
				R Square Change	F Change
1	.185(a)	.034	.028	.034	5.259

a.   Predictors: (Constant), Helping Behavior

Table 3.2a shows the model summary indicating only one predictor of the model. Multiple correlation (R) was found to be .185 for Helping Behaviour. Further R square which represents the contribution of predictor variables to the criterion variable was also clearly found as .034 for Helping Behaviour. Another considerable aspect is R square change, which is the real covariance, the magnitude of independent variable which contributed to the dependent variable (Peer Comparison) was found to be 3.4% for Helping Behaviour. It shows that Helping Behaviour contributed 3.4% variance to Peer Comparison dimensions of Psychological Well-being.

3.2b.Coefficient

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Correlation (Partial)
		B	Std. Error	Beta			
1	(Constant)	4.502	.348		12.941	.000	
	Helping Behaviour	.050	.022	.185	2.293	.023	.185

Criterion variable: Peer Comparison.

The above table clearly indicates that only Helping Behaviour influences Peer Comparison of Managers of Private Organizations. The statistical value given in the table indicates t=2.293 for Helping Behaviour, which was significant at beyond .01 level of significance. The correlation (partial) was found to be r=.185 for Helping Behaviour. Thus, it partially proves the second hypotheses (H-3) of the present research

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that "Dimensions of Organizational Climate and Organizational Culture will influence 'Peer Comparison' second dimension of Psychological Well-being among managers of Private organizations".

Table 3.3a and 3.3b: Organizational Climate and Organizational Culture as a predictor of 'Social Support' third dimension of Psychological Well-being among managers of private organizations.
3.3a. Model Summary

| Model | R | R square | Adjusted R Square | Change Statistics | |
				R Square Change	F Change
1	.237(a)	.056	.050	.056	8.807
2	.289(b)	.084	.071	.027	4.388

a.   Predictors: (Constant), Results, Reward and Interpersonal Relations
b.   Predictors: (Constant), Results, Reward and Interpersonal Relations, Altruistic Behaviour

Table 3.3a shows the model summary indicating only two predictors of the model. Multiple correlation (R) was found to be .237 for Results Reward and Interpersonal Relations, and .289 for Altruistic Behaviour respectively. Further R square which represents the contribution of predictor variables to the criterion variable was also clearly mentioned as .056 for Results Reward and Interpersonal Relations, and .086 for Altruistic Behaviour respectively. Another considerable aspect is R square change, which is the real covariance, the magnitude of independent variable which contributed to the dependent variable (Social Support) was found to be 5.6% for Results Reward and Interpersonal Relations, and 2.7% for Altruistic Behaviour respectively. It shows that Results Reward and Interpersonal Relations contributed 5.6% variance and Altruistic Behaviour contributed 2.7% variance to Social Support dimensions of Psychological Well-being among managers of private organization.

3.3b.Coefficient

| Model | | Unstandardized Coefficient | | Standardized Coefficient | t | Sig. | Correlation (Partial) |
		B	Std. Error	Beta			
2	(Constant)	7.400	.628		11.779	.000	
	Results, Reward and Interpersonal Relations	.034	.012	.234	2.961	.004	.234
	Altruistic Behaviour	.140	.067	.165	2.095	.038	.165

Criterion variable: Social Support.

The above mentioned table clearly indicates that Results, Rewards and Interpersonal Relations, and Altruistic Behaviour influences Social Support of Managers of Private Organizations. The statistical value given in the table indicates t=2.961 for Results, Rewards and Interpersonal Relations, which was significant at beyond .01 level, and t=2.095 for Altruistic Behaviour which was significant at .05 level of significance. The correlation (partial) was found to be r=.234 for Results, Rewards and Interpersonal Relations, and .165 for Altruistic behavior respectively. Thus, it partially proves the fourth hypotheses (H-4) of the present research that "Dimensions of Organizational Climate and Organizational Culture will influence 'Social Support' third dimension of Psychological Well-being among managers of Private organizations".

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Table 3.4a and 3.4b: Organizational Climate and Organizational Culture as a predictor of 'Health' fourth dimension of Psychological Well-being among managers of private organizations.

3.4a. Model Summary

Model	R	R square	Adjusted R Square	Change Statistics	
				R Square Change	F Change
1	.178(a)	.032	.025	.032	4.836

a.   Predictors: (Constant), Shared Outlook

The above table shows the model summary indicating only one predictor of the model. Multiple correlation (R) was found to be .178 for Shared Outlook. Further, the value of R square was found as .032 for Shared Outlook. Another considerable aspect is R square change, which is the real covariance, the magnitude of independent variable which contributed to the dependent variable (Health) was found to be 3.2% for Shared Outlook. It shows that Shared Outlook contributed 3.2% variance to Health dimension of Psychological Well-being among managers of private organization.

3.4b.Coefficient

Model		Unstandardized Coefficient		Standardized Coefficient	T	Sig.	Correlation (Partial)
		B	Std. Error	Beta			
1	(Constant)	4.258	.400		10.644	.000	
	Shared Outlook	.067	.030	.178	2.199	.029	.178

Criterion variable: Health.

Table 3.4b clearly indicates that only Shared Outlook influences Health of Managers of Private Organizations. The statistical value given in the table indicates t=2.199 for Shared Outlook, which was significant at .05 level of significance. The correlation (partial) was found to be r=.178 for Shared Outlook. Thus, it partially proves the fifth hypotheses (H-5) of the present research that "Dimensions of Organizational Climate and Organizational Culture will influence 'Health' fourth dimension of Psychological Well-being among managers of Private organizations".

MANAGERS OF PUBLIC ORGANIZATIONS

Since none of the independent variables and their dimensions emerged as predictors of Overall Psychological Well-being among managers of public organizations, hence results obtained in regression analysis have not been given. The analysis showed that among all the entered independent variables i.e., Organizational Climate, Organizational Culture and their dimensions did not emerged as predictor of Psychological Well-being among managers of public organizations. Thus, it did not prove the sixth hypothesis (H-6) of the present research that "Dimensions of Organizational Climate and Organizational Culture will influence Psychological Well-being among managers of public organizations".

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Table 4.1a and 4.1b: Organizational Climate and Organizational Culture as a predictor of 'Life Marriage' first dimension of Psychological Well-being among managers of public organizations.

4.1a. Model Summary

Model	R	R square	Adjusted R Square	Change Statistics	
				R Square Change	F Change
1	.206(a)	.042	.036	.042	6.559

a.   Predictors: (Constant), Personalized Relationship

The above table shows the model summary indicating only one predictor of the model. Multiple correlation (R) was found to be .206 for Personalized Relationship. Further R square which represents the contribution of predictor variables to the criterion variable was also clearly indicated as .042 for Personalized Relationship. Another considerable aspect is R square change, which is the real covariance, the magnitude of independent variable which contributed to the dependent variable (Life Marriage) was found to be 4.2% for Personalized Relationship. It shows that Personalized Relationship contributed 4.2% variance to Life Marriage dimensions of Psychological Well-being among managers of public organization.

4.1b.Coefficient

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Correlation (Partial)
		B	Std. Error	Beta			
1	(Constant)	3.927	.416		9.436	.000	
	Personalized Relationship	.095	.037	.206	2.561	.011	.206

Criterion variable: Life Marriage.

Table 4.1b clearly indicates that only Personalized Relationship influences Life Marriage of Managers of Public Organizations. The statistical value given in the table indicates t=2.561 for Personalized Relationship, which was significant at .01 level of significance. The correlation (partial) was found to be r=.206 for Personalized Relationship. Thus, it partially proves the seventh hypotheses (H-7) of the present research that "Dimensions of Organizational Climate and Organizational Culture will influence 'Life Marriage' first dimension of Psychological Well-being among managers of public organizations".

Since none of the independent variables and their dimensions emerged as predictors of Peer Comparison among managers of public organizations, hence results obtained in regression analysis have not been given. The analysis showed that among all the entered independent variables i.e., Organizational Climate, Organizational Culture and their dimensions did not emerged as predictor of Peer Comparison among managers of public organizations. Thus, it did not prove the eighth hypothesis (H-8) of the present research that "Dimensions of Organizational Climate and Organizational Culture will influence 'Peer Comparison' second dimension of Psychological Well-being among managers of public organizations".

Table 4.2a and 4.2b: Organizational Climate and Organizational Culture as a predictor of 'Social Support' third dimension of Psychological Well-being among managers of public organizations.

4.2a. Model Summary

Model	R	R square	Adjusted R Square	Change Statistics	
				R Square Change	F Change
1	.169(a)	.029	.022	.029	4.366
2	.239(b)	.057	.044	.029	4.464

a.   Predictors: (Constant), Ability Utilization.

b.   Predictors: (Constant), Ability Utilization, Altruistic Behaviour.

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Table 4.2a shows the model summary indicating only two predictors of the model. Multiple correlation (R) was found to be .169 for Ability Utilization, and .239 for Altruistic Behaviour respectively. Further R square which represents the contribution of predictor variables to the criterion variable was also clearly mentioned as .029 for Ability Utilization, and .057 for Altruistic Behaviour respectively. Another considerable aspect is R square change, which is the real covariance, the magnitude of independent variable which contributed to the dependent variable (Social Support) was found to be 2.9% for both Ability Utilization and Altruistic Behaviour. It shows that both Ability Utilization and Altruistic Behaviour contributed 2.9% variance to Social Support dimensions of Psychological Well-being among managers of public organization.

4.2b.Coefficient

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Correlation (Partial)
		B	Std. Error	Beta			
2	(Constant)	2.237	.427		5.240	.000	
	Ability Utilization	.077	.034	.182	2.270	.025	.184
	Altruistic Behaviour	-.098	.046	-.170	-2.113	.036	-.172

Criterion variable: Social Support.

Table 4.2b clearly indicates that Ability Utilization and Altruistic Behaviour influences Social Support of Managers of Public Organizations. The statistical value given in the table indicates t=2.270 for Ability Utilization and t=-2.113 for Altruistic Behaviour respectively which was significant at .05 level of significance. The correlation (partial) was found to be r=.184 for Ability Utilization and .172 for Altruistic behavior respectively. Thus, it partially proves the ninth hypotheses (H-9) of the present research that "Dimensions of Organizational Climate and Organizational Culture will influence 'Social Support' third dimension of Psychological Well-being among managers of public organizations".

Table 4.3a and 4.3b: Organizational Climate and Organizational Culture as a predictor of 'Health' fourth dimension of Psychological Well-being among managers of public organizations.
4.3a. Model Summary

Model	R	R square	Adjusted R Square	Change Statistics	
				R Square Change	F Change
1	.261(a)	.068	.062	.068	10.829
2	.314(b)	.099	.086	.030	4.967

a.   Predictors: (Constant), Low Stress.
b.   Predictors: (Constant), Low Stress, Bureaucracy.

Table 4.3a shows the model summary indicating only two predictors of the model. Multiple correlation (R) was found to be .261 for Low Stress, and .314 for Bureaucracy respectively. Further R square which represents the contribution of predictor variables to the criterion variable was also clearly mentioned as .068 for Low Stress, and .099 for Bureaucracy respectively. Another considerable aspect is R square change, which is the real covariance, the magnitude of independent variable which contributed to the dependent variable (Health) was found to be 6.8% for Low Stress and 3.0% for Bureaucracy. It shows that Low Stress contributed 6.8% variance and Bureaucracy contributed 3.0% variance to the Health dimension of Psychological Well-being among managers of public organization.

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4.3b.Coefficient

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Correlation (Partial)
		B	Std. Error	Beta			
2	(Constant)	-.043	.740		-.058	.954	
	Low Stress	.171	.056	.242	3.070	.003	.245
	Bureaucracy	.105	.047	.176	2.229	.027	.181

Criterion variable: Health.

Table 4.3b clearly indicates that Low Stress and Bureaucracy influences Health of Managers of Public Organizations. The statistical value given in the table indicates t=3.070 for Low Stress which was significant at beyond .01 level, and t=2.229 for Bureaucracy which was significant at .05 level of significance. The correlation (partial) was found to be r=.245 for Low Stress and .181 for Bureaucracy respectively. Thus, it partially proves the tenth hypotheses (H-10) of the present research that "Dimensions of Organizational Climate and Organizational Culture will influence 'Health' fourth dimension of Psychological Well-being among managers of public organizations".

Results Obtained by t-test.
Table 5.1: Means, SDs and t-values of managers of private and public organizations on Organizational Climate and their respective dimensions.

Variables	Group	N	Mean	SD	t- value (df=298)
Results, Reward and Interpersonal Relations	Private	150	45.46	5.404	18.974
	Public	150	34.21	4.854	
Organizational Processes	Private	150	38.23	5.710	13.204
	Public	150	29.65	5.543	
Clarity of Role and Sharing Information	Private	150	19.49	3.233	16.811
	Public	150	13.67	2.743	
Altruistic Behaviour	Private	150	5.21	.931	13.008
	Public	150	3.45	1.378	
Overall Organizational Climate	Private	150	108.39	8.244	28.256
	Public	150	80.97	8.562	

*Significant at beyond .01 level.

The result found in table 5.1 clearly revealed that Managerial Personnel of private organizations perceive their organizational climate better as compared to the managers of public undertaking. The statistical value obtained through t-test clearly indicated that managers of private organizations scored higher mean value on all the dimensions and overall organizational climate as compared to their counterparts in the public organizations. The t-values obtained through the test are significant at beyond .01 levels. Thus, it proves the eleventh hypothesis i.e., (H-11) of the present study that "Managerial Personnel of private and public organizations will differ with each other on Organizational Climate and their respective dimensions".

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Table 5.2: Means, SDs and t-values of managers of private and public organizations on Organizational Culture and their respective dimensions.

Variables	Group	N	Mean	SD	t- value (df=298)
Ability Utilization	Private	150	15.93	2.995	14.101
	Public	150	11.85	1.884	
Growth and Innovation	Private	150	15.38	2.854	14.648
	Public	150	11.46	1.612	
Helping Behaviour	Private	150	15.77	2.838	17.172
	Public	150	11.17	1.646	
Low Stress	Private	150	15.12	2.797	15.494
	Public	150	11.16	1.405	
Personalized Relationship	Private	150	14.97	2.738	14.603
	Public	150	11.13	1.696	
Individual Dignity and Goal Achievement	Private	150	16.49	5.091	12.858
	Public	150	10.91	1.528	
Bureaucracy	Private	150	12.91	2.008	13.704
	Public	150	9.99	1.667	
Shared Outlook	Private	150	13.01	2.100	19.713
	Public	150	9.76	1.701	
Overall Organizational Culture	Private	150	119.57	9.385	37.089
	Public	150	87.43	4.955	

*Significant at beyond .01 level.

The result obtained in table 3.2 clearly found that Managerial Personnel of private organizations perceive their organizational culture more favorable as compared to the managers of public undertaking. The statistical value obtained through t-test clearly indicated that managers of private organizations scored higher mean value on all the dimensions and overall organizational culture scale as compared to their counterparts in the public organizations. The t-values obtained through the test are significant at beyond .01 levels. Thus, it proves the twelfth hypothesis i.e., (H-12) of the present study that "Managerial Personnel of private and public organizations will differ with each other on Organizational Culture and their respective dimensions".

Table 5.3: Means, SDs and t-values of managers of private and public organizations on Organizational Climate and their respective dimensions.

Variables	Group	N	Mean	SD	t- value (df=298)
Life- Marriage	Private	150	4.89	.790	22.210
	Public	150	2.87	.780	

Peer Comparison	Private	150	5.29	.763	
	Public	150	2.81	.783	27.789
Social Support	Private	150	5.11	.790	
	Public	150	2.81	.798	25.088
Health	Private	150	5.13	.788	
	Public	150	2.91	.992	21.455
Overall Psychological Well-Being	Private	150	20.41	1.538	
	Public	150	11.40	1.524	50.989

*Significant at beyond .01 level.

The result indicated in table 3.3 clearly revealed that Managerial Personnel of private organizations experience better level of Psychological Well-being as compared to the managers of public undertaking. The statistical value obtained through t-test clearly indicated that managers of private organizations scored higher mean value on all the dimensions and overall psychological well-being scale as compared to their counterparts in the public organizations. The t-values obtained through the test is significant at beyond .01 level. Thus, it proves the thirteenth hypothesis i.e., (H-13) of the present study that "Managerial Personnel of private and public organizations will differ with each other on Psychological Well-being and their respective dimensions".

CONCLUSIONS AND SUGGESTIONS

The major findings of the study revealed that Organizational Climate, Organizational Culture and their respective dimensions did not predict Overall Psychological Well-being among Managers of both Private and Public Undertakings. However, 'Life Marriage' first dimension of Psychological Well-being has been influenced by clarity of roles and sharing of information (Organizational Climate) in the case of managers of private undertakings, while this dimension has been influenced by personalized relationship (Organizational Culture) in the case of managers of public undertakings. On the other hand 'Peer Comparison' second dimension of Psychological Well-being has been predicted by helping behaviour (Organizational Culture) in the case of private sector managers, while it has been predicted by none of the variables and their dimensions in the case of public sector managers. While, 'Social Support' third dimension of Psychological well-being has been influenced by two dimensions of organizational climate like results, rewards and interpersonal relations, and altruistic behaviour in the case of private undertakings, whereas the same dimension has been influenced by ability utilization (Organizational Culture) and altruistic behaviour (Organizational Climate) in the case of managers of public undertakings. Further, 'Health' fourth dimension of Psychological Well-being has been predicted by shared outlook in the case of private sector managers, while this dimension has been predicted by low stress and bureaucracy (Organizational Culture) in the case of public sector managers.

It can be concluded that dimensions of Organizational Climate, Organizational Culture and Psychological Well-being cannot be overlooked by the competent authority at any level of hierarchy in an organizational system especially in Public Undertakings. It has been observed that psychological well-being is related to a variety of organizational outcomes, such as enhanced job performance, job satisfaction and work involvement, increased profitability and competitiveness of the organization, and reduced employee turnover (Grawitch et al., 2006; Keyes, Hysom, &Lupo, 2000; Russell, 2008; Spector, 1997; Warr, 2005; Wright & Bonnet, 2007). Thus, organizations should adopt healthy workplace practices that focus not only on profitability and productivity of the organization but also contribute to enhance the health and psychological well-being of its employees.

The present investigation is conducted only on a smaller sample of managers working in different locations of Delhi and its NCR, which is limited to its generalizations. In order to widen up its scope and generalizibility study on larger sample from different part of the country can be conducted. Further studies

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on different levels of managers from different organizations on the same and different variables can be undertaken as well as studies including socio-demographic variables of managers can also be planned and carried out.

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