

# **Are Government Owned Organizations Deliberately Demonized? The Organizational Citizenship Behavior Indicators**

**Jagannath Mohanty<sup>1</sup>**

## **Abstract**

Traditionally in India the Government owned enterprises has been cursed by people and scholars equally. The notional drivers of change and progress, these giants have been criticized over the years as grossly inefficient, over staffed, bureaucratic and killingly slow in decision making. Though there is little empirical evidence over these claims. A very few studies have been made to establish the contributory factors to these claims. Organizational Culture is a huge contributor in making of an organization its people and its processes, yet very little study is available to refer on impact of Organizational Culture on discretionary behaviors of employees working in the Government owned organizations or PSUs. The current work would focus on bringing out the distinctive impact of Organizational Culture on Organizational Citizenship Behavior in the private and the public sector companies, thus attempting to gauge the degree of impact on both these sectors. The paper takes three different sectors to examine the discretionary behaviors in three divergent sectors namely; Government owned PSU, a modern private sector bank and a prominent IT organ<sup>2</sup>ization.

**JEL classification numbers:** M1, M10, M14

**Keywords:** Organizational Culture, Organizational Citizenship Behavior, Public Sector Undertakings, Banking sector, IT sector and Manufacturing sector.

## **1 Introduction**

The PSUs were created after independence with multiple objectives and not purely as profit-making organizations. They have undoubtedly contributed to the process of industrialization by providing a strong industrial base, generating large employment,

---

<sup>1</sup>Institute of Management Technology, Nagpur, Maharashtra, India.

creating self-reliance in certain key sectors, and promoting professionalism in the management of enterprises. Their importance in the Indian economy can never be over emphasized. They account for over 22 % of the country's GDP, around 6 % of the total employment in the organized sector and over 20 % of direct and indirect tax collections. A number of PSUs also serve critical functions of furthering the socio-economic objectives of the Government and ensuring stability in prices of key products and commodities . With the economy fully exposed to the process of Liberalization, Privatization and Globalization since the early-1990s, the role of the Indian Public Sector has subsequently undergone a rapid change (Deloitte & Touche Consulting, 2011).

Since inception, the Central Public Sector Enterprises (CPSEs) have been the mainstay of the Indian economy and were set up with the mandate to i) serve the broad macro-economic objectives of higher economic growth, ii) achieve self-sufficiency in production of goods/ services, iii) facilitate long term equilibrium in balance of payments and iv) ensure stability in prices and create benchmarks for prices of essential items (Deloitte & Touche Consulting, 2011).

In the pre-independence era, the public sector enterprises were confined primarily to select sectors including Railways, Posts & Telegraphs, Port Trust, Ordnance Factories, etc. Today it encompasses almost every sector of economic activity. Thus, the number of CPSEs as on 31 March, 2009, was 246, with a total capital employed of nearly Rs. 5.3 lakh crores as against 5 CPSEs having a total investment of Rs. 29 crores on the eve of the first Five year plan. The turnover of CPSEs have increased from Rs. 7.4 lakh crores in FY 2005 to an estimated Rs.12.6 lakh crores in FY 2009 registering a CAGR of 14.1% during the FY 2005-09 period. Further, the growth in CPSEs has been in line with the overall GDP<sup>3</sup> growth of the country, recording a CAGR of 14.5% during the same period. Consequently, in terms of turnover, the contribution of CPSEs to the GDP has ranged between 22%- 23% during the period (Economic Survey, 2010).

Despite these impressive statistics, many believe these mammoth enterprises could have done far better than what the results show. Some also contend that if these were privatized before, their performance and profitability would have increased many folds. Some also allege the organizational culture responsible for poor results. Allegations include lack of commitment, lack of motivation, bureaucracy and red tapism, redundant workforce, excess manpower and a severe top down approach among others. Many of the above mentioned factors are antecedents of OCBs particularly workplace commitment and motivation (Organ, 1988).

## **2 Literature Review**

The construct of the public interest is central to traditional public administration scholarship (Appleby 1945; Herring 1936). In recent years, this theoretical development has been gradually joined by empirical work as scholars have sought to operationalize what public interest means for employees, why they develop a strong sense of public service, and how that sense influences their behavior (e.g., Alonso and Lewis 2001; Brewer and Selden 1998; Brewer, Selden, and Facer 2000; Crewson 1997, Houston 2000; Perry 1996, 1997). Although some of the empirical work offers evidence of no difference between public and private organizations on extrinsic and intrinsic motivators (Buchanan 1975; Gabris and Simo 1995), the bulk of the empirical evidence supports the existence of a public service ethic among public employees. Careful investigation of the public Service

motivation construct supports its validity (Brewer, Selden, and Facer 2000; Perry 1996, 1997).

Only rarely are public sector organizations driven by the profit motive. On the contrary, they are typically motivated by social and political goals, which are often numerous, varied, and difficult to quantify (Adams 1979; Bozeman 1987; Kobrak 1996; Larson and Coe 1999; Rainey 1983). \* These organizations are less exposed to the market and its rigorous application of cost-cutting measures or, more generally, to efficiency requirements. Instead, resources are allocated with political pressures and equal access to services is taken into consideration (Aharoni 1986; DeWitt et al. 1994; Libecap 1996). The financial resources are gathered through complex organizational, social, and political processes. As a result, these organizations receive funds indirectly from citizens, who lose sight of the link between paying for and receiving a service (Anderson 1970; Black 1982; Lynn 1981). These organizations often provide services with more far-reaching consequences than those involving direct contact with customers, and they are held accountable for the indirect consequences of their actions (Durant et al. 1986; Wilson and Rachal 1976). These organizations are subject to greater scrutiny by society, so all of their major decisions must be transparent. Their decisions may even require achieving a consensus among and consultation with the most important groups in civil society (Blumenthal 1983; Lau, Newman, and Broedling 1980; Moe 1994; Moe and Stanton 1989). Their risk-profit profiles are conducive to safe decisions and error avoidance (Bower 1983; Davies 1981; Hafsi 1989). In a large public sector organization, entrepreneurship is promoted or suppressed by the prevailing conditions within the organization, which, according to contingency theory, are themselves correlated with the nature of the organization's environment (Moon 1999; Morris and Jones 1999; Thompson 1967). Such organizations, operating within intense, aggressive environments, tend to generate standardized, rigid behavior, which, in turn, eliminates all entrepreneurship. Discouraging factors most often mentioned seem to be (1) rules, procedures, and policies and their fastidious application; (2) restrictions in the area of human resource management (recruitment, dismissal); (3) paltry rewards and internal rivalry; and (4) lack of managerial autonomy (Morris and Jones 1999). It is generally acknowledged that these characteristics of the public sector are mostly not amicable to risk taking and innovation (Lin 1992; Meyer and Lyons 2000; Moon 1999). As a result, the public sector has traditionally been thought to be incompatible with manifestations of entrepreneurship (Leadbeater 1998). In particular, (Moon 1999) has shown that the conditions leading to higher degrees of public sector entrepreneurship are not dissimilar from those observed in the private sector.

The study of organizational culture is not a recent phenomenon (Trice & Beyer, 1993). Organizational culture has long been regarded as a critical determinant of an organization's effectiveness (Deal & Kennedy, 1982; Peters & Waterman, 1982; Schein, 1992; Ouchi, 1983). Some exceptions have emerged, including influential work by Kotter and Heskett (1992), who found a correlation between indices of "strong" culture (e.g., clearly identifiable, consistent values) and long-term organizational performance. Researchers have argued that improving, maintaining or changing organization culture assists in making organizations more competitive and in helping revitalize declining organizations. Still, despite this potential importance, organizational culture is still a very controversial area of study among organizational researchers (Quinn & Spreitzer, 1991). Culture has been historically molded (Hofstede et al., 1990) and deeply ingrained in an organization and as a result is difficult to change (Atchison, 2002; Drucker, 1995;

Hofstede et al., 1990; Narine & Persaud, 2003; Taylor, 2003). Culture influences the communication skills and decision-making processes of the organization's members and affects its credibility (Cooke & Rousseau, 1988; Kowalczyk & Pawlish, 2002; Mycek, 2000). Organizational culture also shapes the organization's level of socialization and learning (Cooke & Rousseau, 1988). Kowalczyk & Pawlish (2002) correlated the importance of culture to an organization's competitive advantage, adaptability, and level of innovation. It has been further noted that the culture of an organization may affect organizational system operations, productivity, leadership actions (Shaw, 2002; Taylor, 2003), performance (Cameron & Quinn, 1999), and organizational effectiveness (Parry, 2004; Valentino et al., 2004). Research has shown that culture has influenced employees' commitment (Lok & Crawford, 1999; Mycek, 2000; O'Reilly, 1989; Parry, 2004; Putz, 1991; Webster, 2004) and behaviors (Atchison, 2002; Cooke & Rousseau, 1988). It has been further noted that the culture of an organization may affect organizational system operations, productivity, leadership actions (Shaw, 2002; Taylor, 2003), performance (Cameron & Quinn, 1999), and organizational effectiveness (Parry, 2004; Valentino et al., 2004). Research has indicated that culture has influenced employees' commitment (Lok & Crawford, 1999; Mycek, 2000; O'Reilly, 1989; Parry, 2004; Putz, 1991; Webster, 2004) and behaviors (Atchison, 2002; Cooke & Rousseau, 1988). The change in organizations is pervasive due to the amount of change in the external environment (Cameron & Quinn, 1999). Culture emerges as people within organizations learn how to deal with these changes or uncertainties. It gives them accepted ways of expressing and affirming their beliefs, values and norms (Trice & Beyer, 1993). In short, "cultures are a natural outgrowth of the social interactions that make up what we call organizations" (Trice & Beyer, 1993,).

Organizations that employ individuals who exhibit Organizational Citizenship Behaviors are more likely to have effective work groups within the organization (Podsakoff, Ahearne, & Mackenzie, 1997). Empirical studies on Organizational Citizenship Behaviors have been conducted in various industries, including sales (Mackenzie, Podsakoff, and Fetter, 1993; Podsakoff & Mackenzie, 1994), education (Somech et.al, 2004), communications, (Podsakoff et.al 2000), and banking (Wheatley, 2002). Organizational Citizenship Behavior research has also expanded across the globe, with studies being conducted in organizations in countries other than the United States. Organizational Citizenship Behaviors have been studied in organizations in Canada (Latham & Skarlicki, 1996), Taiwan (Farh, et al. 1990), China (Farh, Zhong, & Organ, 2004), and Israel (Somech, et. al. 2004). (Chhokar, Zhuplev, Fok, and Hartman 2004) conducted a study on Organizational Citizenship Behavior that expanded across the boundaries of five different countries. They examined Organizational Citizenship Behavior in France, Britain, India, Russia, and the United States and found that in all there has been an impact of Organizational Citizenship Behavior.

Traditional task-based jobs, comprised of fixed packages of similar tasks, have been "unbundled" into "broader chunks of work that change over time" (Cascio, 1995), resulting in more ambiguous work roles. To function effectively, it is not enough for an organization to "depend solely upon its blueprints of prescribed behavior" (Katz, 1964). Organizations have accordingly been relying increasingly on their employees' willingness to contribute beyond formal job descriptions and on their leaders to inspire an empowered workforce. Organizational citizenship behavior, originally conceptualized as extra-role behavior were valued by the organization but not explicitly recognized by formal reward systems (Organ, 1988), and leader-member exchange (Graen & Scandura, 1987), have

much to offer for the effective functioning of these new forms of organizations. Considerable empirical evidence has converged on the finding that Organizational Citizenship Behaviors have a significant impact on managerial performance appraisals and other managerial decisions (Allen & Rush, 1998; Avila, Fern, & Mann, 1988; Borman, White, & Dorsey, 1995; Conway, 1999; Johnson, Erez, Kiker, & Motowidlo, 2002). In some cases, these findings indicate that citizenship behaviors have substantially greater influence on performance appraisals than objective performance information (Lowery & Krilowicz, 1994; MacKenzie et al., 1999). A smaller set of studies has investigated the influence of citizenship behaviors on other managerial decisions. (Orr et al. 1989) investigated the relative impact of contextual and task behaviors on supervisor ratings of the monetary value of employee contributions at work. Results indicated that contextual behaviors explained significant variance in Standard Deviation estimates, beyond what is explained by task behaviors alone. Additionally, (Kiker and Motowidlo 1999) found that both contextual and task performance significantly influenced supervisor reward allocation decisions. In a military sample, (Van Scotter, Motowidlo and Cross, 2000) demonstrated that contextual performance explained significant additional variance beyond task performance in rewards such as medals received, promotability ratings, and informal rewards.

### 3 The Conceptual Model

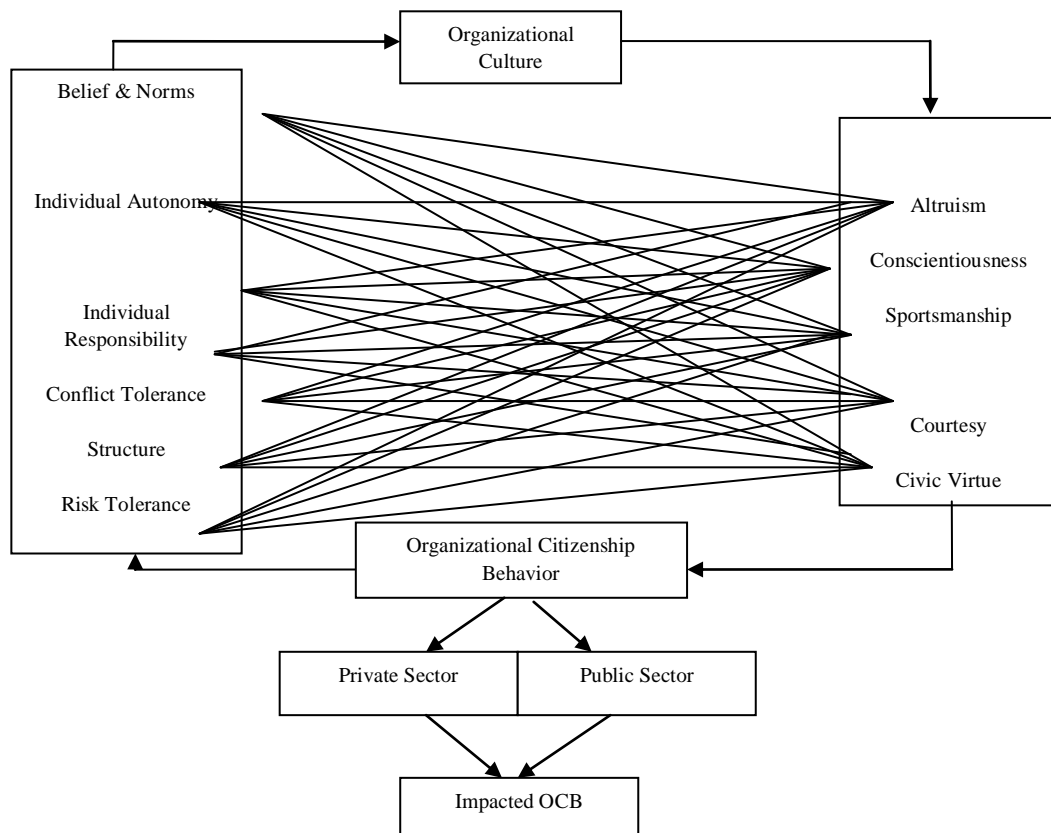


Figure 1: The conceptual model

## **4 The Organizational Culture Variables**

### **4.1 Belief and Norms**

Belief & Norms tend to reflect the values of the group and specify those actions that are proper and those that are inappropriate, as well as rewards for adherence and the punishment for non conformity. Cultural norms are behavior patterns that are typical of specific groups. Such behaviors are learned from parents, teachers, peers, and many others whose values, attitudes, beliefs, and behaviors take place in the context of their own organizational culture.

### **4.2 Individual Responsibility**

Individual responsibility is a social phenomenon that is explained as the accumulation of the unintended consequences of individual actions. The theory of individual responsibility implies a simple- minded view of causation, namely, that the only important type of action is the kind where one individual can single-handedly and, either deliberately or recklessly, bring about the consequence.

### **4.3 Structure**

A structure is the distributions along various lines of people among social positions that influence the role relations among people. Structure is a pattern of decision-making and communication among a set of actors who perform tasks in order to achieve goals.

### **4.5 Individual Autonomy**

Individual autonomy is defined as the extent to which organizations enable self-determination and discretion in job activities, freedom to control the pace of work, and to determine work processes and evaluation procedures.

### **4.6 Conflict Tolerance**

Conflict Tolerance is the appreciation of diversity and the ability to live and let others live. It is the ability to exercise a fair and objective attitude towards those whose opinions, practices, religion, nationality and so on differ from one's own. Tolerance is not just agreeing with one another or remaining indifferent in the face of injustice, but rather showing respect for the essential humanity in every person.

### **4.7 Support**

The activity of contributing to the fulfillment of a need or furtherance of an effort or purpose to furnish with strength or means for the successful performance of any action or the attainment of any object.

### **4.8 Risk Tolerance**

Risk Tolerance may be defined as the amount of risk, on a broad level; an entity is willing

to accept in pursuit of value to attain an organizational objective. It may also be stated as the residual risk the individual is willing to accept after implementing risk-mitigation and monitoring processes.

## **5 The Organizational Citizenship Behavior variables**

### **5.1 Altruism**

Discretionary workplace behaviors on the part of the employees that have the effect of helping a specific other with an organizationally relevant problem.

### **5.2 Conscientiousness**

Discretionary workplace behaviors on the part of the employees that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth.

### **5.3 Sportsmanship**

Willingness of the employee to tolerate less than ideal circumstances without complaining - to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases of small potatoes".

### **5.4 Courtesy**

Discretionary workplace behaviors on the part of an individual aimed at preventing work - related problems with others from occurring.

### **5.5 Civic Virtue**

Behavior on the part of an individual that indicates that he/she responsibly.

## **6 The Hypothesis**

**H1** - The incidence of OCBs in private sector organizations will be significantly higher than the public sector enterprise.

**H2** – Factors of OCBs in private sector will have greater impact on individuals than the public sector.

## **7 Sample and Methodology**

In this study, a specially designed Questionnaire was adopted to measure the employee's perception on different aspects of the study. The Questionnaire used in the study is designed taking into account different theories and models of Organizational Culture & Organizational Citizenship Behavior. The questionnaires were distributed to the 550

employees working in the Organizations under study. The total no of questionnaires received was 380 representing a rate of return of 69 percent.

**Sector Representatives:** Public Sector Undertaking (PSU) or Public Sector Organization comprises of traditional government/public owned Manufacturing Organization (hence, PSU, and Manufacturing Sector/Organization are interchangeably and synonymously used). Private Sector/Organization comprises of Banking Organization and IT Company (hence, banking and IT organizations are interchangeably and anonymously used).

## 8 Findings

Table 1: Correlation of OC & OCB across all sectors/Organizations

Organization	N	Correlation
Total (Manufacturing, IT, Banking)	343	.722**
Banking Organization	51	.626**
IT Organization	89	.635**
Manufacturing Organization	202	.764**

The results derived indicated a positive correlation between Organizational Culture and Organizational Citizenship Behavior ( $r = .722$ ,  $p < .01$ ) across all the organizations (Manufacturing, IT, Banking). The results also demonstrated a significant level of correlation between Organizational Culture and Organizational Citizenship Behavior in the individual organizations as well. For the Banking Organization the correlation was significant ( $r = .626$ ,  $p < .01$ ), similarly for the IT organization the correlation was also significant ( $r = .635$ ,  $p < .01$ ), again for the manufacturing sector the correlation was found to be ( $r = .764$ ,  $p < .01$ ) higher than the average of all the sectors and highest among the three organizations under study (Table 1).

Table 2: Correlation of OC & OCB variables across all sectors/Organizations

	Altruism	Sportsmanship	Civic Virtue	Conscientiousness	Courtesy
Belief & Norms	.47**	.48**	.52**	.57**	.48**
Individual Responsibility	.46**	.40**	.51**	.48**	.38**
Structure	.43**	.47**	.40**	.52**	.43**
Individual Autonomy	.32**	.23**	.26**	.27**	.26**
Conflict Tolerance	.43**	.36**	.46**	.50**	.41**
Support	.53**	.52**	.62**	.58**	.58**
Risk Tolerance	.37**	.40**	.36**	.39**	.29**

In this hypothesis it was assumed that each variable in Organizational Culture will



positively impact the Organizational Citizenship Behavior, and impact in the private sector of OC on OCB will be higher than in the manufacturing sector. For this purpose correlation was conducted to establish the impact of Organizational Culture on Organizational Citizenship Behavior. It was observed that across the organizations and also in individual organizations, the correlation was positive from high to moderate levels (refer Table 2). It was observed though that support and civic virtue most correlated. And individual autonomy and courtesy least correlated though significantly correlated among other variables.

Table 3: Correlation of OC & OCB variables in the Banking Organization

	Altruism	Sportsmanship	Civic Virtue	Conscientiousness	Courtesy
Belief & Norms	.37**	.51 **	-.03	.51**	.41 **
Individual Responsibility	.13	.24	-.13	.34*	.15
Structure	.35*	.30*	.35*	.32*	.28*
Individual Autonomy	.32**	.23**	.26**	.27**	.26**
Conflict Tolerance	.21	.36**	.30*	.27**	.22
Support	.21	.36**	.30*	.27**	.22
Risk Tolerance	.26**	.35*	.12	.32*	.30*

Analysis was done on the Banking Organization to observe the extent of influence that variables of Organizational Culture have on the Organizational Citizenship Behavior variables (refer Table 3). It was revealed that individual autonomy was insignificantly correlated with all other variables. Baring which all other variables are significantly correlated which establishes the impact of OC on OCB, with belief and norms recording most significantly correlated with sportsmanship and conscientiousness.

Table 4: Correlation of OC & OCB variables in the IT Organization

	Altruism	Sportsmanship	Civic Virtue	Conscientiousness	Courtesy
Belief & Norms	.36**	.30**	.45**	.47**	.40**
Individual Responsibility	.13	.05	.17	.26*	.05
Structure	.43**	.31 **	.37**	.50**	.40**
Individual Autonomy	-.08	.20	.05	.17	.15
Conflict Tolerance	.40**	.15	.28*	.24*	.27**

Support	.32**	.27**	.23*	.48**	.26*
Risk Tolerance	.26**	.25*	.30**	.20	.16

An analysis was done on the IT Organization to observe the extent of influence that variables of Organizational Culture have on the Organizational Citizenship Behavior variables (refer Table 4). It was revealed that individual autonomy was insignificantly correlated with all other variables. Baring which all other variables are significantly correlated which establishes the impact of OC on OCB, with belief and norms recording most significantly correlated with sportsmanship and conscientiousness.

Table 5: Correlation of OC & OCB variables in the Manufacturing Organization

	Altruism	Sportsmanship	Civic Virtue	Conscientiousness	Courtesy
Belief & Norms	.42**	.41 **	.39**	.51 **	.46**
Individual Responsibility	.60**	.58**	.66**	.61 **	.60**
Structure	.50**	.55**	.53**	.57**	.50**
Individual Autonomy	.36**	.26**	.25**	.25**	.29**
Conflict Tolerance	.52**	.50**	.51 **	.54**	.50**
Support	.63**	.65**	.64**	.70**	.69**
Risk Tolerance	.36**	.32**	.40**	.34**	.39**

Analysis was done in the Manufacturing Organization to observe the extent of influence that variables of Organizational Culture have on the Organizational Citizenship Behavior variables. As evident from the analysis that in the manufacturing organization all the variables across OC & OCB being significantly correlated, importantly each variable in this sector was found more correlated than each variable in the Banking and the IT sector. It was observed that all the variables of Organizational Culture were positively correlated with all the variables of Organizational Citizenship Behavior (refer Table 5).

## 9 Discussions

The analysis found support for the argument that cultural context plays a significant role in forming workplace attitudes, Paine and Organ (2000). Also the study finds some consistency that the workplace environment influences employee attitudes toward the organization (Aiken et al., 2000) and culture formulates employee attitude and behavior (Cameron and Quinn, 1999). In all difference in factors of Organizational Culture and Organizational Citizenship Behavior was absolutely insignificant. This indicates despite

differences among variables in previous discussion, in most Organizations Culture has a long lasting impact. There is no hesitation in observing that every Organization value its culture and expect people to emerge as true citizens of the Organization. The results have indicated that all the factors are vital for functioning of the Organization.

The paper was aimed at evaluating the impact of Organizational Culture on Organizational Citizenship Behaviors of the employees working in three different sectors i.e. Banking, Information Technology and the Manufacturing. It is amply demonstrated that PSUs have credibility and strong cultural tenets.

Also it became evident from the analysis that despite diversity in every aspect of the Organizational functioning, still factors displayed a congruent behavior across all sectors. PSUs which long have criticized for its lack of Organizational Culture and a sense of commitment got more or less negated through very insignificant differences in the variables across all sectors Organizations.

## References

- [1] Adams, Bruce, The Limitations of Muddling Through: Does Anyone in Washington Really Think Anymore? *Public Administration Review*, **39**(6), (1979) 544-52.
- [2] Aharoni, Yair, *The Evolution and Management of State-Owned Enterprises*. Melrose, MA: Ballinger, (1986).
- [3] Allen, T.D., & Rush, M.C, The effects of organizational citizenship behavior on performance judgments: A field study and a laboratory experiment, *Journal of Applied Psychology*, **83** (2), (1998).
- [4] Alonso, Pablo, and Gregory B. Lewis. Public Service Motivation and Job Performance: Evidence from the Federal Sector. *American Review of Public Administration*, **31**(4), (2001). 363-80.
- [5] Anderson, Walt. *Campaigns: Cases in Political Conflict*, Pacific Palisades, CA: Goodyear, (1970).
- [6] Appleby, Paul H, *Big Democracy*, New York: Alfred A. Knopf, (1945).
- [7] Atchison, T.A, *What is corporate culture*, *Trustee*, **55**(4), (2002).
- [8] Avila, R.A., Fern, E.F., & Mann, O. K, "Unraveling criteria for assessing the performance of salespeople: A causal analysis," *Journal of Personal Selling and Sales Management*, **8** (1), (1988).
- [9] Black, Edwin R, *Politics and the News: The Political Functions of the Mass Media*, Toronto: Butterworths, (1982).
- [10] Blumenthal, W. Michael Candid, *Reflections of a Businessman in Washington*, In *Public Management: Public and Private Perspectives*, edited by James L. Perry and Kenneth L. Kraemer, 22-33. Palo Alto, CA: Mayfield, (1983)
- [11] Borman, W. C., White, L. A., & Dorsey, D. W, "Effects of rate task-performance and interpersonal factors on supervisor and peer performance ratings," *Journal of Applied Psychology*, **80** (1), (1995).
- [12] Bozeman, Barry, *All Organizations Are Public: Bridging Public and Private Organizational Theories*. San Francisco: Jossey-Bass, (1987).
- [13] Brewer, Gene A., and Sally Coleman Selden Whistleblowers in the Federal Civil Service: New Evidence of the Public Service Ethic. *Journal of Public Administration Research and Theory* **8**(3), (1998), 413-39.

- [14] Brewer, Gene A., Sally Coleman Selden, and Rex L. Facer II, Individual Conceptions of Public Service Motivation, *Public Administration Review*, **60**(3), (2000), 254-64.
- [15] Buchanan, Bruce II, Red Tape and the Service Ethic: Some Unexpected Differences between Public and Private Managers, *Administration & Society* **6**(4), (1975), 423-44.
- [16] Cameron, K. S., & Quinn, R. E, *Diagnosing and changing organizational culture: Based on the competing values framework*,. Reading, MA: Addison-Wesley, (1999).
- [17] Cascio F Wayne, *Managing human resources*, McGraw-Hill, (1995).
- [18] Conway, J. M, "Distinguishing contextual performance from task performance for managerial jobs," *Journal of Applied Psychology*, **84** (1), (1999).
- [19] Cooke, R.A., & Rousseau, D.M, "Behavior norms and expectations: A quantitative approach to the assessment of organizational culture," *Group and Organization Studies*, **13** (3), (1988).
- [20] Crewson, Philip E, Public-Service Motivation: Building Empirical Evidence of Incidence and Effect, *Journal of Public Administration Research and Theory*, **7**(4), (1997), 499-518.
- [21] Davies, S, Effectiveness in Local Government. *Journal of General Management*, **2**(4), (1981), 32-36.
- [22] Deal, T. E., & Kennedy A. A, *Corporate culture*,. Reading, Mass: Addison-Wesley, (1983).
- [23] DeWitt, John, Donald E Kettl, Barbara Dyer, and W Robert Lovan, What Will New Governance Mean for the Federal Government? *Public Administration Review*, **54**(2), (1994), 170-75.
- [24] Drucker P.F, *Managing in a time of great change*. New York: Truman, Talloy Dutton Books, (1995).
- [25] Durant, Robert E, Larry W Thomas, Roger G. Brown, and E. Fletcher McClellan. From Complacency to Compliance: Toward a Theory of Intragovernmental Regulation, *Administration & Society*, **17**(4), (1986), 433-59.
- [26] *Economic Survey & DPE Economic Survey 2008-09*, Government Of India, (2010).
- [27] Farh, J. L., Podsakoff, P.M., & Organ, D.W, Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction, *Journal of Management*, **16**(4), (1990), 705-721.
- [28] Farh, J. L., Zhong, C. B., & Organ, D.W, Organizational citizenship behavior in the People's Republic of China, *Organization Science*, **15** (2), (2004).
- [29] Gabris, Gerald T, and Gloria Simo, Public Sector Motivation as an Independent Variable Affecting Career Decisions. *Public Personnel Management*, **24**(1), (1995).
- [30] Graen, G. B., & Scandura, T. A, *Toward a psychology of dyadic organizing*, In L. Cummings & B. M. Staw (Eds.), *Research in organizational behavior* Greenwich, CT: JAI Press, (1987).
- [31] Hafsi, Taieb, *Strategic Issues in State-Controlled Enterprises*, Greenwich, CT: JAI Press, (1989).
- [32] Herring, E. Pendleton, *Public Administration and the Public Interest*, New York: McGraw-Hill, . (1936).
- [33] Hofstede, G, Neuijen, B, Ohavy, D.D, & Sanders, G, "Measuring organizational cultures: A quantitative and qualitative study across twenty cases," *Administrative Sciences Quarterly*, **35** (2), (1990).

- [34] Houston, David, J, Public-Service Motivation: A Multivariate Test. *Journal of Public Administration Research and Theory*, **10**(4), (2000).
- [35] Johnson, D. E., Erez, A., Kiker, D. S., & Motowidlo, S. J., "Liking and attributions of motives as mediators of the relationships between individuals' reputations, helpful behaviors, and raters' reward decisions," *Journal of Applied Psychology*, **84** (4), (2002).
- [36] Katz, D, The motivational basis of organizational behavior, *Behavioral Science*, **9** (1), (1964).
- [37] Kiker, D. S., & Motowidlo, S. J, " Main and interaction effects of task and contextual performance on supervisory reward decisions," *Journal of Applied Psychology*, **84** (4), (1999).
- [38] Kobrak, Peter, The Social Responsibilities of a Public Entrepreneur, *Administration & Society*, 28(2), (1996).
- [39] Kotter, J.P. & Heskett, J.L, *Corporate culture and performance*, New York: Free Press, (1992).
- [40] Kowalezyk, S.J., & Pawlish, M.J, "Corporate branding through external perception of organizational culture," *Corporate Reputation Review*, **5** (2/3), (2002).
- [41] Larson, P. E., and A. Coe, *Managing Change: The Evolution Role of Top Public Servants, Managing the Public Services Strategies for Improvement Series 7*, London: Commonwealth Secretariat, (1999).
- [42] Latham, G. P., & Skarlicki, D. P, Criterion-related validity of the situational and patterned behavior interviews with organizational citizenship behavior. *Human Performance*, **8**(2), (1995).
- [43] Lau, Alan W., Arthur R. Newman, and Laurie A. Broedling, The Nature of Managerial Work in the Public Sector, *Public Administration Review*, **40**(5), (1980).
- [44] Leadbeater, Charles, *Public Spirit with a Kick: A Growing Band of Civic Entrepreneurs Is Challenging the Culture and Lethargic Performance of Our Basic Social Services*, New Statesman, May 1, (1998).
- [45] Libecap, Gary D, *Reinventing Government and the Problem of Bureaucracy*, Advances in the Study of Entrepreneurship, Innovation, and Economic Growth. Vol. 7. Greenwich, CT: JAI Press, (1996).
- [46] Lin, Wu-Long, Prospects of Entrepreneurship in Public Enterprises. *Tzu Yu Chung-Kuo Chih Kung Yeh* **77**(1), 1992.
- [47] Lok, P., & Crawford, J, "The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development," *Leadership & Organization Development Journal*, **20** (7), (1999).
- [48] Lowery, C. M., & Krilowicz, T. J, "Relationships among nontask behaviors, rated performance, and objective performance measures," *Psychological Reports*, **74** (1), (1994).
- [49] Lynn, B. E, How Much Government Is Too Much? *New England Economic Review*, March- April, 21-35, 1981.
- [50] MacKenzie, S. B., Podsakoff, P. M., & Fetter, R, The impact of organizational citizenship behavior on evaluations of salesperson performance, *Journal of Marketing*, **57**(1), (1993).
- [51] MacKenzie, S. B., Podsakoff, P. M., & Paine, J. B, "Do citizenship behaviors matter more for managers than for salespeople?", *Journal of the Academy of Marketing Sciences*, **27** (4), (1999).

- [52] Meyer, Peter B., and Thomas S. Lyons, Lessons from Private Sector Brownfield Redevelopers: Planning Public Support for Urban Regeneration. *Journal of the American Planning Association*, **66**(1), (2000).
- [53] Moe, Ronald C, The "Reinventing Government" Exercise: Misinterpreting the Problem, Misjudging the Consequences, *Public Administration Review*, **54**(2), (1994).
- [54] Moe, Ronald C., and Thomas H. Stanton, Government-Sponsored Enterprises as Federal Instrumentalities: Reconciling Private Management with Public Accountability. *Public Administration Review* **49**(4), (1989).
- [55] Moon, Myung Jae, The Pursuit of Managerial Entrepreneurship: Does Organization Matter? *Public Administration Review*, **59**(1), (1999).
- [56] Morris, Michael H., and Foard E Jones, Entrepreneurship in Established Organizations: The Case of the Public Sector. *Entrepreneurship Theory and Practice* **24**(1), (1999).
- [57] Mycek, S, "Cultural Clash and how to deal with it," *Trustee*, **53** (9), (2000).
- [58] Narine, L., Persaud, D.D "Gaining and maintaining commitment to large-scale change in healthcare organizations," *Health Services Management Research*, **16** (3), (2003).
- [59] O'Reilly, C "Corporations, culture, and commitment: Motivation and social control in organizations," *California Management Review*, **31** (4), (1989).
- [60] Organ, D. W, *Organizational citizenship behavior: The good soldier syndrome*, Lexington, MA: Lexington Books, (1988).
- [61] Orr, J. M., Sackett, P. R., & Mercer, M, "The role of prescribed and nonprescribed behaviors in estimating the dollar value of performance," *Journal of Applied Psychology*, **74** (1), (1989).
- [62] Ouchi, William G Efficient cultures: exploring the relationship between culture and organizational performance," *Administrative Science Quarterly*, **28** (1), (1983).
- [63] Parry, B.L, Evaluation and assessment of the effects of adversity on organizational leaderships, (Doctoral Dissertation, Brigham Young University, 2004), Retrieved from *Proquest Digital Dissertation*, (2004).
- [64] Perry, James L, Measuring Public Service Motivation: An Assessment of Construct Reliability and Validity. *Journal of Public Administration Research and Theory* **6**(1), (1996).
- [65] Perry, James L, Antecedents of Public Service Motivation, *Journal of Public Administration Research and Theory*, **7**(2), (1997).
- [66] Peters, T., & Waterman, R. H, *In search of excellence*. New York: Harper & Row, (1982).
- [67] Podsakoff, P. M., & MacKenzie, S. B, Organizational citizenship behaviors and sales unit effectiveness, *Journal of Marketing Research*, **31**(3), (1994).
- [68] Podsakoff, P. M., Ahearne, M., & Mackenzie, S. B, Organizational citizenship behavior and the quantity and quality of work group performance, *Journal of Applied Psychology*, **82**(2), (1997).
- [69] Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., Y& Bachrach, D. G, Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research, *Journal of Management*, **26**(3), (2000).
- [70] *Public Sector Enterprises in India – Catalyst for Growth*, Deloitte & Touche Consulting India Pvt Ltd, (2011).

- [71] Putz, B.J, "Productivity Improvement: Changing values, beliefs and assumptions. S.A.M," *Advanced Management Journal*, **56** (4), (1991).
- [72] Quinn, R. E., Spreitzer, G. M, "The psychometrics of the competing values culture instrument and an analysis of the impact of organizational culture on quality of life," *Research in Organizational Change and Development*, **5** (1), (1991).
- [73] Rainey, Hal G, Public Agencies and Private Firms: Incentives, Goals and Individual Roles, *Administration & Society*, **15**(2), (1983).
- [74] Schein, E. H, *Organizational culture and leadership*, San Francisco: Jossey-Bass, (1992).
- [75] Shaw, J, "Tracking the Merger: The human experience," *Health Services Management Research*, **15** (4), (2002).
- [76] Somech Anit, Zahavy Drach, Granot, Michael and Spitzer, Can we win them all? Benefits and costs of structured and flexible innovation—implementations, *Journal of Organizational Behavior*, **25** (1), (2004).
- [77] Somech Anit, Zahavy Drach, Granot, Michael and Spitzer, Can we win them all? Benefits and costs of structured and flexible innovation—implementations, *Journal of Organizational Behavior*, **25** (1), (2004).
- [78] Taylor, M, "A question of integrity," *Modern Healthcare*, **33** (2), (2003).
- [79] Thompson, James D, *Organizations in Action: Social Science Bases of Administrative Theory*, New York: McGraw-Hill, (1967).
- [80] Trice, Harrison M., Beyer, Janice M, *The cultures of work organizations*, Prentice Hall, (Englewood Cliff. N.J), (1993).
- [81] Valentino, C.L., & Brunelle, F.W.H, "The role of middle managers in the transmission and integration of organizational culture," *Journal of Healthcare Management*, **49**(6), (2004).
- [82] Van Scotter, J. R., Motowidlo, S. J., & Cross, T. C, "Effects of Task Performance and Contextual Performance on Systemic Rewards," *Journal of Applied Psychology*, **85** (4), (2000).
- [83] Webster, C, *Exploring the relationships among organizational culture, customer satisfaction, & performance*, Retrieved from <http://marketing.byu.edu/>, (2004).
- [84] Wheatley, M. J, *We are all innovators*, In F. Hesselbein, M. Goldsmith, & Somerville (Eds.), *Leading for innovation*, San Francisco, CA: Jossey-Bass, (2002).
- [85] Wilson, James Q, Rachal. P, Can the Government Regulate Itself? *Public Interest*, (Winter, 1977).