

## Determine the Relationship between Consistency of Work and Organizations Performance

Muhammad Aslam Khan, Ph.D

Visiting Faculty Member, Department of Management Sciences  
Lahore University, Islamabad Campus, Islamabad, Pakistan  
E-mail : aslamnuml@yahoo.com

Hasan Afzal, M.Phil

Independent Researcher, Hong Kong  
E-mail : hasanmphil@gmail.com

Muhammad Fahad Aslam Khan

Independent Researcher, Pakistan  
E-mail : fahad\_khan\_1@yahoo.com

### ABSTRACT

Consistency plays vital role in stabilizing the activities and provision of clear direction in achievement of plans. It comprises of Coordination & Integration, Core Values and Agreement. This study aims at measuring consistency and its affects on organizational performance. Three elements of consistency have five items each in the questionnaire. Similarly organizations performance has three models which are measured by asking seven questions. Analysis of results shows that consistency has positive correlation with organization performance. Similarly, three elements of consistency significantly effect outcome of the consistency. Results indicate that Organizations Performance improves between the ranges of 53 and 95 percent due to consistency in policies in Banking, Telecommunication and Pharmaceutical Sectors of Pakistani Organizations selected for this study. Organizations ensuring consistent work practices for a considerable time frame provide opportunities to the employees to understand the work practices and evaluate the results, instead of incorporating changes frequently which induces misbalances. Effective integration of plan, well coordinated activities in execution processes, agreement of employees with the practices and respecting core values streamlines the management practices: hence, organizations are to ensure its implication. Implementation of consistent practices would improve work environment and employees would remain focus towards discharge of their function with concentration and dedication.

Keywords: Consistency, Coordination & Integration, Core Values, Agreement, Organizations Performance

### INTRODUCTION

It is the age of competition, organizations want to succeed and be profitable and it can be achieved through the organization consistency in its processes (Arad, Hanson, and Schneider, 1997). Consistency can be in technology, cultural values, integration and among different departments. Armstrong (2001) says

that when there is consistency among different departments of organization, they will perform well. In banking, telecommunication and pharmaceutical sector companies of Pakistan, integration and coordination is core part of improving performance of employees. Ahmed (1998) says that in organizations, cultural values and norms needs to be consistent with organizational values in order to

improve employees' performance. Chen (2003) says that all organizations have some core values on which performance of employees is based. Values include cultural norms, standard of works, Integration among departments, trust, internal and external coordination, and agreement on decision making among different departments. Cooper (2001) says that all departments working in any organization must have consistency in the given values which increase their performance. Child and Partridge (1982) says that consistency can decrease dissatisfaction among all components, internal or external, in any organization. There is relationship between satisfaction level and cultural norms in all organizations including banking, telecommunication and pharmaceutical sector companies of Pakistan, if all employees follow the norms and cultural values with consistency so organization performance increases. Carroll (1979) says that consistency of agreement is also an important factor which plays its role in improving performance of organization.

At the time of independence, Pakistan inherited public sector organizations which grew manifold and presently have a sizeable presence in the national economy. On the other hand, private sector had little contribution in major organizations. Public sector in Pakistan is still a huge player in the national economy despite an international trend towards privatization and corporate culture. Over a period of time, the majority of them have become inefficient, to some extent, because of the outdated policies. Some of these had stagnated to the point of being extinct and unprofitable. There is, thus, a dire need to change gradually accumulated organizational culture that has over a period of time led to stagnation and unprofitability. Moreover, in the present scenario, no organization is an island unto itself; therefore no public/ private organization can ignore the trend towards globalization of services. Three sectors were selected for this study; Banking Sector, Pharmaceutical Sector and Telecommunication Sector. In Banking Sector, an impressive growth has

been seen over the past six years. Modern management practices, customer-focused policies, incorporation of private sectors, State Bank of Pakistan's guidance and improved trust of the customers due to the capital stock, have made this sector grow phenomenally on the credit side. This opportune policy gave boom to the development in the banking sector. In Pharmaceutical sector, Health sector plays significant role in the social sector. Community awareness, physical and social environment make it imperative to develop pharmaceutical sector at a level whereby it could provide standardized products. Impressive improvement has been noticed in the pharmaceutical product through healthy competition. Technological changes, better product means and good marketing concept have improved the provision and quality of pharmaceutical product. Plants are increasing rapidly and all major products are becoming available in the market. Globally accepted practices are being seen in the country. There is still a definite need that these companies rationalize their profit margin and pass on benefits to the public. Telecommunication sector has progressed in the country in line with the foreign practices. Major portion of the population has access to the telephone links at reasonably subsidized rates. Land lines service and provision of telephones connection have improved even in the remote areas in the country. Similarly, striking progress has been noticed in cellular services. Private companies of international repute with good management and operational practices introduced their systems on reasonable rates. Resultantly, communication has spread in the breadth and length of the country. There is a healthy competition and the consumers enjoy complete autonomy. Pakistan Telecommunication Authority (PTA) has been established to serve as a regulatory body which institutionalizes the reforms and regulates the activities of different communication organizations. It provides them guidelines and protects the interest of the consumers. PTA has established public hearings system on Calling Line Identification (CLI), Mobile Phone Tariff (MPT) and

Calling Party Pays (CPP) regime. Another milestone is the involvement of involving public leadership in the regulatory decision-making through the institution of Advisory Committees at federal and provincial levels. The advisory committees are represented by eminent citizens and academicians to provide guidance to the Authority on the issues of public interest.

The primary objectives are twofold: first, it endeavours to operationalise cultural consistency of work concepts and dimensions. Second, it attempts to investigate the impact of consistency on organizations performance. More specifically, this study focuses on the consistency which is composed of Coordination & Integration, Core Values and Agreement and their effects on a firm's performance.

## HYPOTHESIS DEVELOPMENT & THEORETICAL FRAMEWORK

### Organization Performance

Guest and Conway (2004) say that when there is consistency in functioning of components in banking, telecommunication and pharmaceutical sector so organizational performance also increases. Armstrong (2001) says that organizational performance in banking, telecommunication and pharmaceutical sector depends on integration and coordination. Chen (2003) say that organizations which have close integration perform well as compare to others because their systems are integrated and all systems are sharing information hence, consistency in integration is also required among all processes. Dawson (1991) says that when all processes are integrated so decision making will be easy for organization and performance increases. Brewster and Larsen (1992) say that to improve integration, there must be coordination and this can also be helpful in problem solving and to improve performance. Boselie and Paauwe (2005) say that when there is no consistency between performance norms and values of functions so problems occur in decision making.

### Consistency of Work

According to Chew (1988) consistency is composed of Coordination & Integration, Core Values and Agreement. In banking, telecommunication and pharmaceutical sector companies of Pakistan consistency is measured by using all these three components. Cunningham and Hyman (1999) say that when there is consistency among technology components in organization it results into enhancement of performance. Dawson (1991) says that consistency among cultural values and norms of employees also improve performance level. Whenever there is consistency and all processes work in same manner and there is close integration among organizational functions which result in improvement of profitability. Davis (1973) says that consistency in integration is also an important factor which shows that close integration among all components and functions of organization will also lead to improved performance. Denzin (1994) says that consistency in coordination among different parts of organization like technology and resources is also focused to improve performance. Boselie and Paauwe (2005) say that each organization working have its own norms and culture but within organization consistency of its norms and values is required for existence of its performance standards. Boyd and Scalon (1965) says that consistency is finally an aspect which helps organizations to have same standards of performance along with close integration and coordination by following cultural norms and values.

### Consistency and Organization Performance

Gray (1998) says that there is a link between organizational performance and consistency. Hale (1986) says that to link consistency and performance, components of consistency are also required to be considered. Integration and coordination needs to be consistent for improving organizational performance and to improve problem solving and management problems. Arad et al (1997) says that consistency of Integration and coordination followed in any

organization, it would enhance coordination and team work and hence, enhance performance. If organizations follow Integration and Coordination for some time then performance level may not be achieved without consistency. Cooper (2001) says that if organizational values are not followed with consistency, organization may not be able to have performance standards and this also reduces performance level. Child and Partridge (1982) say that agreement is also required to be followed by employees and functions with consistency to improve performance.

#### Coordination & Integration

Brewster and Larsen (1992) say that coordination and integration is an essential part which is required to improve performance of an organization. Boyd *et al* (1993) says that coordination can be among different functions or among employees in an organization. Coordination among functions saves their effort, and sharing of information amongst departments also helps to improve performance of overall department. When performance of departments increase, it affects organizational performance. Hale (1986) says that in organizations most functions are closely integrated and when there is close coordination and integration in various tiers of departments, organization is likely to perform well. Hartog and Deanne (2004) say that employees performing any function must have close coordination because integration can't be developed without sharing of information and coordination. Jaworski and Kohli (1993) say that many organizations have systems which follow certain processes and all functions follow those systems which improves integration and coordination among functions performed in organization. Many companies develop new integration systems which also helps organization to perform well than others.

H1= There is positive and significant relationship between Coordination & Integration and Organizational Performance.

#### Core Values

Hatch (1993) says that every organization have its own values and cultural norms on which performance standards are based. There must be consistency in values of all employees working in organization. Baxter and Chua (1998) says that when employees have cultural consistency and working values are consistent with internal and external environment so performance of all functions starts to increase in organization. Different companies have their own values but nature and procedures to follow those values are same. Bevan and Hayday (1994) say that organizations cultural norms and values are based on industry environment. When there is consistency among all those values so performance of all organizations increases. Bowey (1973) says that core values include performance standards, procedures of work, interpersonal relationship, working procedures and processes. Bebbington (1997) says that performance standards are based on organizational norms and standard which an organization expects from its employees. Brewster and Larsen (2000) say that when there is consistency among performance standard it increases organizational performance. Bucholz (1987) says that work procedures are those processes which are required to be followed by employees or organizations. Freeman and Gilbert (1992) say that consistency in work procedures is important part to increase overall organizational performance.

H2= There is positive and significant relationship between Core Values and Organizational Performance.

#### Agreement

Edgar and Geare (2005) says that agreement is an essential part which shows that how much different components of organization agree with consistency and opinions of others. Earnshaw *et al.*, (2000) says that agreement must be among different functions which increases coordination among departments and performance of organization increase. French

and Bell (1995) says that agreement among employees' values is also an important function which increases performance and sets competitive areas for employees. Eyton (1996) says that when there is disagreement among employees then decision making processes can't work because employees can't agree on same point and this reduces functions performance. George (1972) says that conflict normally occurs in organization when there is lack of agreement among different elements working in organizations. Agreement is an essential part which is also linked with coordination, integration and values of organizations. Gibb (2003) says that when there is an agreement among different functions then there is close coordination and Integration amongst different functional parts of organization and this would increase integration. Gardenswartz and Rowe (1998) say that agreement

Theoretical framework also shows relationship among Independent and Dependent variables. The below mentioned Figure 1 shows relationship between consistency along with its sub components (Goals and Objective, Strategic Decision & Intent and Vision) and Organizational Performance. This Framework will help us to test the previously generated hypothesis and would show the relationship among consistency and organizational performance.

## METHODOLOGY

### Participants

Total population for this study is banking, telecommunication and pharmaceutical sector of Pakistan. Sampling is done by choosing few

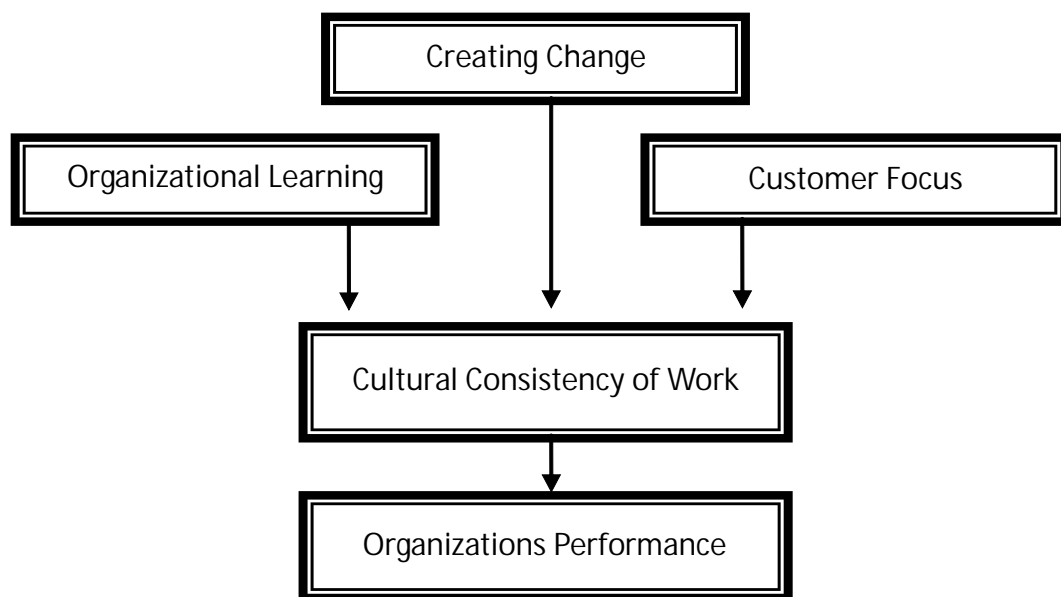


Figure 1. Relationship between consistency and organization performance

on cultural and organizational values also improves performance of organizations.

H3= There is positive and significant relationship between Agreement and Organizational Performance.

Theoretical frame shows graphical representation of literature review discussed in succeeding paragraphs.

significant components of employees in banking, telecommunication and pharmaceutical sector companies of Pakistan. Respondents are selected by using simple random sampling method. Total of 740 questionnaires were distributed in banking, telecommunication and pharmaceutical sector companies of Pakistan, out of which 505 responded. This shows 68% of response rate.

## Instrument and Measures

Denison (2000) instrument was used to measure the cultural construct like consistency and its effect on organization performance. Consistency comprising its three elements like core value, agreement and integration & coordination were selected. Each of these items consists of five items in the questionnaire. Five point likert scales was used to measure the effect of consistency on organization culture. Five-point likert scales were used to access cultural adaptability. Respondents asked to express their opinion as 1 for strongly disagree and 5 for strongly agree. For measuring organization performance, instrument used by the Baker & Sinkula (1999) was selected. This instrument has further three elements which were covered through seven items in the questionnaire. Precedence exist seeing Jiménez and Navarro (2006) who used 7 items on organization performance with indices of Open Interval Model results, Rational Model Results and Human Relations Model Results.

## Procedure

First of all data is collected by distributing questionnaires in banking, telecommunication and pharmaceutical sector companies of Pakistan. After the data is gathered it analysis by using SPSS. Data is punched according to its questions which are based on scale given in questionnaire. To show the impact of components of consistency in banking, telecommunication and pharmaceutical sector companies of Pakistan, correlation and regression

analysis is applied to test hypothesis and model. The relationship among independent and dependent variables is checked on the basis of significance and Relationship among variables. Relationship among coordination & integration and organizational performance, Core values and organizational performance and Agreement and organizational performance is checked to see the impact of consistency on organizational performance. All components are considered to measure results in significant manner.

## RESULTS AND DISCUSSION

The demographics analysis is done according to frequency of respondents and percentage of respondents in banking, telecommunication and pharmaceutical sector companies of Pakistan. Respondents are more educated in banking, telecommunication and pharmaceutical sector companies so they understand questions easily and there is less chances of bias in their results. Most respondents with respect to Age group are in between 20 to 40 years of age which shows that most respondents in banking, telecommunication and pharmaceutical sector companies are mature and can give better response than those of less age. This result is also consistent with the results of education which shows that this research is mostly focusing on educated and mature respondents in banking, telecommunication and pharmaceutical sector companies of Pakistan.

Table 1 : Descriptive Analyses of Consistency and their elements with Organizations Performance with their elements

Variables	Items	N	Mean	Std. Deviation	Cronbach Alpha
Organizations Performance	07	505	3.4174	.69655	0.78
Open Interval Model Results	03	505	3.5426	.85339	0.80
Rational Model Results	03	505	3.5271	.98268	0.89
Human Relations Model Results	02	505	2.9236	.86070	0.91
Consistency	15	505	3.2374	.52296	0.87
Coordination and Integrity	05	505	3.2233	.67931	0.86
Core Value	05	505	3.4007	.70663	0.82
Agreement	05	505	3.0884	.67392	0.84

Description of data in Table 1 reveals mean, standard deviation and cronbach alpha of organization performance and its elements Open Interval Model, Rational Model Results and human Relation Model. Whereas standard deviation and mean of consistency along with its three elements coordination&

respectively and the relation is significant at 95% confidence level ( $p < .05$ ). Consistency element of coordination and integrity relationship with organization performance elements Open Interval model Results, Rational Model Results, Human Relations Model Results depicts value of Pearson

Table 2 Correlation Analyses of Consistency and their elements with Organizations Performance with their elements

Variables		Open Interval Model Results	Rational Model Results	Human Relations Model Results	Organizations Performance
Consistency	Pearson Correlation	.372**	.264**	.249**	.417**
	Sig. (2 -tailed)	.000	.000	.000	.000
	N	505	505	505	505
Coordination and Integrity	Pearson Correlation	.325**	.180**	.307**	.357**
	Sig. (2 -tailed)	.000	.002	.000	.000
	N	505	505	505	505
Core Value	Pearson Correlation	.342**	.298**	.249**	.419**
	Sig. (2 -tailed)	.000	.000	.000	.000
	N	505	505	505	505
Agreement	Pearson Correlation	.181**	.121*	.007	.171**
	Sig. (2 -tailed)	.002	.036	.903	.003
	N	505	505	505	505

\*\* . Correlation is significant at the 0.01 level (2 - tailed).

integration, core value and agreement have also been depicted. Mean of these afore stated elements remained in between 2.92 and 3.54 whereas standard deviation ranges between 0.67392 and 0.85339.

Results in Table 2 show Pearson correlation among Consistency and its three elements with Organizations Performance and its three elements. It depicts the standards of Pearson Coefficient and its significance. Analysis of data indicates that there is positive correlation between consistency and performance model elements like Open Interval model Results, Rational Model Results, Human Relations Model Results and overall organizations Performance. The value of these items for Pearson Correlation Coefficient is .372, .264, .249 and .417

Correlation Coefficient as .325, .180, .307 and .357 respectively and the relation is significant at 95%

Table 3 Regression Analysis of Adaptability and Organizations Performance in Banking /Leasing, Telecommunication and Pharmaceutical Sectors

Sector		Coefficient Beta	Std. Error	t-Value	F-Statistic & Sig.	R-Square
Banking Sector	Constant	.725	.438	1.654	48.379	
	Consistency	.886	.127	6.956	.000	.507
Telecommunication Sector	Constant	-.453	.738	-.614	22.405	
	Consistency	.95	.238	4.733	.000	.371
Pharmaceutical Sector	Constant	1.807	.577	3.129	9.337	
	Consistency	.528	.173	3.056	.005	.244

Dependent Variable: Organizations Performance

In Table 3, results depict affects of consistency on three particular organizations like Banking, Telecommunications and Pharmaceutical sectors. Value of R Square as regard to these three organizations is .507, .371 and .244 respectively. Analysis of data shows that Pharmaceutical sector has strong association of consistency with organization performance. Overall model is significant at the 95% of confidence level ( $p < 0.05$ ). The regression coefficient of Consistency in these sectors is .6886, 0.95 and 0.528 respectively. The data show that banks employees perceive 88 percent positive change takes place due to the consistency. However, Pharmaceutical employees think that consistency effect on organization performance is 53 percent. Results reveal that 6.956, 4.733 and 3.056 are t-value which discloses relevant importance of consistency for Organization Performance in Banking, Telecommunication and Pharmaceutical sectors respectively.

#### Discussion

Analysis of data in Table 2 reveals that consistent practices in organization provide sufficient time to employees to implement decisions and weigh their outcomes. Such like environment facilitates in growth and development of entity. Well integrated activities, coordinated effort of different sections,

agreement with the policies and plans being effectuated and respect to the core values in organization helps in achieving objectives defined by the hierarchy. It therefore becomes essential that consistency in organization shall be maintained and sufficient time is accorded to measure the fruits of planned activities.

Analysis of data in table 2 reveals that consistent practices in organizations bring positive change in the performance of organization. Improvement in performance ranges from 53 percent to 95 percent due to consistence practices. It is perceived that integrated effort coordinated actions and consensus on core aspects in organizations would provide harmony and steady approach. Organization adopting consistency factor would perform better hence there is a need to adhere to this principle of management.

Arad et al (1997) says that there is relationship between consistency (Coordination & Integration, Core Values and Agreement) and organization performance. Results of correlation analysis are consistent with Arad et al., (1997) which shows that there is positive and significant relationship among consistency and Organizational performance. Correlation between Coordination & Integration and Organizational Performance is 0.357 which proves H1. This shows that due to Coordination & Integration



the organizational performance can be increased in banking, telecommunication and pharmaceutical sector companies of Pakistan. Correlation between Core Values and Organizational Performance is 0.41 which proves H2. This shows that due to Core Values the organizational performance can be increased in banking, telecommunication and pharmaceutical sector companies of Pakistan. Correlation between Agreement and Organizational Performance is 0.17 which proves H3. This shows that due to Agreement the organizational performance can be increased in banking, telecommunication and pharmaceutical sector companies of Pakistan.

This proves our model which shows that consistency (Coordination & Integration, Core Values and Agreement) impacts positively and significantly Performance of banking, telecommunication and pharmaceutical sector companies of Pakistan. All organizations are required to have consistency in functions even at lower levels of organization. Different organizational processes which are required to be integrated and coordinated must follow the standards of performance with consistency as being done in banking, telecommunication and pharmaceutical sector companies of Pakistan. Organizations which have Coordination & Integration, Core Values and Agreement but normally they follow consistency occasionally, they can't perform well.

## CONCLUSION

Consistency in banking, telecommunication and pharmaceutical sector companies of Pakistan is required in all aspects of coordination & Integration, Core Values and Agreement. When any organization wants to increase its profit and to improve its performance, that organization must be consistent in coordination among departments and must adapt new processes with consistency. Consistency in integration is also required to share information among different departments and this will also increase performance of banking,

telecommunication and pharmaceutical sector companies of Pakistan. Companies which adopt their core values with consistency, their performance also increase as compare to those whose employees who don't follow the core values. Different organizations in banking, telecommunication and pharmaceutical sector companies of Pakistan perform high than others. It shows that the banking, telecommunication and pharmaceutical sector companies of Pakistan adapt coordination & Integration. Core values and agreement with consistency have good performance standards as compare to those who don't have consistency.

This study concludes from the above research models that coordination & integration, core values and agreement are important part for any organization performance. Banking, telecommunication and pharmaceutical sector companies of Pakistan which follows the processes and are consistent in performing and implementing these practices perform well. Consistency in different functions is required which can help organizations in problem solving and implementation of core value. Employees and functions must have agreement to improve functional performance and this will improve organizational performance.

This study measure the result of consistency on organization performance in three sectors i.e Banks, Telecommunication and Pharmaceutical which has brought about good upshot: therefore, other sector needs to make use of results acquired in this study.

It is recommended that frequent changes in policies be avoided and sufficient time be given to measure the outcome of particular action. Moreover, organizations adapting consistent practices would improve their performance substantially.

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