

LIBRARY
Michigan State
University

This is to certify that the
dissertation entitled

**AN INVESTIGATION OF THE RELATIONSHIPS BETWEEN
EXTERNAL ENVIRONMENT, MISSION AND STRATEGY,
LEADERSHIP, ORGANIZATIONAL CULTURE, AND
PERFORMANCE**

presented by

ZACHARY LEE PRATT

has been accepted towards fulfillment
of the requirements for the

Ph.D. degree in Park, Recreation and Tourism
Resources

A handwritten signature in dark ink, appearing to read "Richard A. G. ...", is written over a horizontal line.
Major Professor's Signature

A handwritten date "December 15, 2004" is written in dark ink over a horizontal line.

Date

MSU is an Affirmative Action/Equal Opportunity Institution

PLACE IN RETURN BOX to remove this checkout from your record.
TO AVOID FINES return on or before date due.
MAY BE RECALLED with earlier due date if requested.

DATE DUE	DATE DUE	DATE DUE

**AN INVESTIGATION OF THE RELATIONSHIPS BETWEEN
EXTERNAL ENVIRONMENT, MISSION AND STRATEGY, LEADERSHIP,
ORGANIZATIONAL CULTURE, AND PERFORMANCE**

By

Zachary Lee Pratt

A DISSERTATION

**Submitted to
Michigan State University
in partial fulfillment of the requirements
for the degree of**

DOCTOR OF PHILOSOPHY

Department of Park, Recreation and Tourism Resources

2004

ABSTRACT

AN INVESTIGATION OF THE RELATIONSHIPS BETWEEN EXTERNAL ENVIRONMENT, MISSION AND STRATEGY, LEADERSHIP, ORGANIZATIONAL CULTURE, AND PERFORMANCE

By

Zachary Lee Pratt

The Veterans Affairs Health Care System has undertaken a massive transformation in response to economic, legislative, demographic, industrywide forces, and world affairs. In transforming an organization, many variables are involved and Burke and Litwin (1992) have identified five key variables of change in the transformational model they developed. Burke and Litwin's transformational model was used as a framework for this study. The purpose of this study was to investigate the relationship between external environment, mission and strategy, leadership, organizational culture and performance at the White River Junction, Vermont, VA Medical and Regional Office Center.

The study participants were 248 employees at the White River Junction, VA Medical and Regional Office. Data collection was conducted by in-house mail. The relationships between the variables were examined using the Multifactor Leadership Questionnaire (MLQ (5x-short) developed by Bass and Avolio (2000), the Organizational Description Questionnaire (ODQ) developed by Bass and Avolio (1992), and the Survey on Performance and Management Issues (PMI) developed by the General Accounting Office (2000). These instruments were modified and used in combination to form the questionnaire developed for this study.

Fifteen hypotheses were used to investigate the relationships between external environment, mission and strategy, leadership, organizational culture, and performance variables provides support and a better understanding of Burke and Litwin's (1992) transformational model. Four of the fifteen hypotheses were supported and results showed that laissez-faire leadership style were inversely correlated to performance measures, and mission and strategy. Additionally, results show a direct correlation between employee's mission and strategy, and performance measures. And results also showed a direct correlation between a transformational culture typology and performance measures. Eight of the fifteen hypotheses were partially supported and demonstrated relationships between the study variables that support Burke and Litwin's transformational model.

Implications were identified including increasing employees' involvement in defining and creating their own work group goals as part of the mission and strategy. Recommendations for managers and future research are provided for consideration.

Copyright by
ZACHARY LEE PRATT
2004

Dedicated to
Kim Andrea Lyon-Pratt
for the love and support she provided on this journey.

In memory of
my able bodied office assistant
Jo-Jo Pratt-the Wonder Cat.

ACKNOWLEDGMENTS

My journey in pursuit of a doctoral degree has taken me to many exciting places and given me the opportunity to meet and befriend exceptional people along the trail. It is all the people and challenges along the way that have made me a better person for which I am thankful.

I would like to thank all the members of my guidance committee for their steadfast support as I searched for an organization to conduct my research. I would like to thank Richard Paulsen for taking over as the lead on my guidance committee and giving me encouragement all along the way. I would also like to thank James Bristor who helped me blaze a trail, and was there with editorial comments that improved my writing. I would like to thank Gaylan Rasmussen for joining in this trek along the way and for asking hard questions that made this study better. A thanks also goes to James Oehmke for taking part and keeping me on the straight and narrow path to completion. And last, but not least, thanks to Kenneth VerBurg for the noontime chats over meals you bought me, making me laugh, and your friendship.

Thanks, to Gary DeGasta, Director of the White River Junction VA Medical & Regional Office Center, for seeing the value in this study and providing me with a location to conduct the study. To the staff and all of those that participated in the study, who gave of your time, I express my thanks.

Thanks, to my dear friends, the Fugowee, you were my companions on this journey. Words can't express my gratitude for your encouragement and support all along the way. Here's to the chiefs and their wives: Fran, Mike, Al, John, Bill, Ed; Teresa, Kathy, Donna, and Carroll.

Thanks also to Charlotte and Kevin for guidance and support along the way. Thanks, Rod Zwick, for your help with the statistics and knowing that I could do it.

I express deep and loving gratitude to my family. Each of you was with me every step of the way on this trek. What I have accomplished is as much yours as it is mine. Kim you provided me with love, understanding, caring, and support on this trip. I am forever thankful and proud of your help. Alethea and Ariana thank you for being such loving and supporting daughters and for your encouragement of dad not to give up along the way. Bill thanks for the wonderful goodies. Mom thanks for your support and encouragement. Kathy and Scott a big, big hug goes to you for keeping the faith in me. Anita and Kelly: thanks bushels for the encouragement along the way. Dad Lyon and Pat thanks for the laughs and support you gave along the way. Chooch you are missed.

TABLE OF CONTENTS

LIST OF TABLES	x
LIST OF FIGURES	xiii
Chapter One	
Introduction	1
Conceptual Framework.	3
Theoretical Foundation.	6
Purpose Statement	12
Hypotheses	12
Definition of Terms	14
Assumptions	17
Limitations	18
Delimitations	18
Chapter Two	
Review of Literature	19
Organizational Interventions.	19
Program-Planning-Budgeting System	19
Management-By-Objectives	20
Total Quality Management	21
Government Performance and Results Act	22
Strategic Planning Concepts	23
Vision and Mission Statement	23
Strengths, Weaknesses, Opportunities, and Threats Analysis	25
Goals and Objectives	26
Action Plan	27
Performance and Program Evaluation	27
Development of an Organizational Performance and Change Model	28
Overview of Organizational Performance and Change Theory	30
External Environment	30
Mission and Strategy	32
Leadership	33
Organizational Culture	35
Organizational Performance	38

Chapter Three	
Methodology	39
Population and Sample	39
Instrumentation	40
External Environment	41
Mission and Strategy	41
Transformational, Transactional, and Laissez-faire Leadership Styles	42
Organizational Culture	44
Performance Measures	46
Demographics	47
Pretest and Focus Group	47
Data Collection	48
Survey Packets	48
Distribution and Return	49
Identification Numbers	50
Follow-up	50
Data Analysis	51
Chapter Four	
Data Analysis	53
Demographic Characteristics	53
Descriptive Statistics	58
Instrument Reliabilities	64
Hypotheses Test Results	79
Additional Analysis	91
Chapter Five	
Conclusions and Recommendations	96
Supported Hypotheses	96
Partially Supported Hypotheses	98
Overarching Conclusions	99
Recommendations for Managers	101
Implications for Park, Recreation and Tourism	102
Recommendations for Future Research	104
APPENDICES	110
A Letter of Commitment to Study by Director	111
B Permission to use Survey on Performance and Management Issues	113
C Permission to use Multifactor Leadership Questionnaire	115
D Permission to use Organizational Description Questionnaire	117
E Letter from Director to Pretest and Focus Group Participants	119
F Letter of Introduction from Director to Survey Participants	121
G Letter to AFGE Local 2604 President	123
H News Release to AFGE Local 2604 from President	125

I	Cover Letter Sent with Initial Mailing of Survey Packet	127
J	Postcard Thank You/Reminder	129
K	Follow-up Mailing of Cover Letter	131
L	Telephone Script and Question Follow-up of Non-respondents	133
M	Participants Comments	138
N	Questions Q5 through Q16 From Questionnaire	146
REFERENCES		151
BIBLIOGRAPHY		160

LIST OF TABLES

Table 1. Multifactor Leadership Questionnaire Form 5-x short – Transformational Leadership Style Items	43
Table 2. Multifactor Leadership Questionnaire Form 5-x short – Transactional Leadership Style Items	44
Table 3. Multifactor Leadership Questionnaire Form 5-x Short - Laissez-faire Leadership Style Items	44
Table 4. Organizational Description Questionnaire Culture Types	46
Table 5. Demographic Characteristics	55
Table 6. Supervisors/Managers Self-reported Perceived Mean Leadership Scores	60
Table 7. Supervisors/Managers Mean Leadership Scores as Perceived by Their Immediate Subordinates	62
Table 8. Organizational Culture Typology Mean Scores as Perceived by Employees	63
Table 9. Organizational Culture Typology Mean Scores as Perceived by Supervisors/Managers and Their Subordinates.	64
Table 10. Supervisors/Managers Perceived Mean Scores on Mission and Strategy Scale Q5.	65
Table 11. Employees Perceived Mean Scores on Performance Measures Scale Q6	66
Table 12. Employees Perceived Mean Scores Use of Performance Information Scale Q7	66
Table 13. Employees Perceived Mean Scores on Strategic Goals Scale Q8	67
Table 14. Employees Perceived Mean Scores on External Environment Scale Q10	68

Table 15. Employees Perceived Mean Scores on Strategies for an External Environment Change Scale Q11	68
Table 16. Pearson Reliability Correlation Coefficients Among Leadership Styles for Employees as Measured by the MLQ (5x-short)	69
Table 17. Pearson Reliability Correlation Coefficients Mission and Strategy Scale Q5	71
Table 18. Pearson Reliability Correlation Coefficients Performance Measures Scale Q6	72
Table 19. Pearson Reliability Correlation Coefficients Performance Information Scale Q7	73
Table 20. Pearson Reliability Correlation Coefficients Strategic Goals Scale Q8	74
Table 21. Pearson Reliability Correlation Coefficients External Environment Scale Q10	75
Table 22. Pearson Reliability Correlation Coefficients External Environmental Change Scale Q11	77
Table 23. Frequencies Setting Performance Measures Scale Q9	78
Table 24. Performance and External Environment Scales Pearson Correlation Coefficients H1	79
Table 25. Supervisors/Managers Transformational Leadership Style and External Environment Scales Pearson Correlation Coefficients H2	80
Table 26. Supervisors/Managers Transactional Leadership Style and External Environment Scales Pearson Correlation Coefficients H3	81
Table 27. Supervisors/Managers Leadership Style and Subordinates Perceptions of Their Supervisors/Managers Leadership Style Scales Pearson Correlation Coefficients H5	82
Table 28. Supervisors/Managers Perceived Transformational Leadership Style and Performance Scales Pearson Correlation Coefficients H6	84

Table 29. Supervisors/Managers Perceived Transactional Leadership Style and Performance Scales Pearson Correlation Coefficients H7	85
Table 30. Supervisors/Managers Laissez-faire Leadership Style and Performance Scales Pearson Correlation Coefficients H8	86
Table 31. Employees Mission and Strategy and Performance Scales Pearson Correlation Coefficients H9	86
Table 32. Supervisors/Managers Perceived Transformational Leadership Style and Mission and Strategy Scales Pearson Correlation Coefficients H10	87
Table 33. Supervisors/Managers Perceived Transformational Leadership Style and Mission and Strategy Scales Pearson Correlation Coefficients H11	88
Table 34. Supervisors/Managers Perceived laissez-faire Leadership Style and Mission and Strategy Scales Pearson Correlation Coefficients H12	89
Table 35. Predictability of Organizational Culture Typologies and Performance Scales Pearson Correlation Coefficients H14 .	90
Table 36. Organizational Culture Typologies and External Environment Scales H15	91

LIST OF FIGURES

Figure 1. The Transformational Model	5
--	---

Chapter One

Introduction

The Veterans Affairs Health Care System has undertaken a massive transformation in response to economic, legislative, demographic, industrywide forces, and world affairs. The focus of the U.S. Department of Veterans Affairs (VA) reorganization as Vestal, Fralicx and Spreier (1997) state is "to transform itself into a more efficient, patient-focused healthcare system" (p. 339). Headed by the Secretary of Veterans Affairs, the department has responsibility for providing benefits to 26 million veterans and their dependents. As the largest healthcare provider in the U.S., and the second largest federal department, the VA operates 162 hospitals nationwide within 21 Veterans Integrated Service Networks (VISN) under the Veterans Health Administration (VHA) (Veterans Health Administration, 2003). In 1994, the VHA leadership began a process to reinvent itself by implementing dramatic changes throughout the system (Kizer, 1996).

Transforming the VHA, the second largest bureaucracy in the federal government, to perform as a more efficient and patient-centered health care system required a new organizational culture to grow from a decades-old culture. The change would not be easy or painless (Kizer, 1995). It also required a new vision, mission statement, and strategy to be developed for the VHA as a requirement of the Government Performance and Results Act (GPRA) of 1993. Realizing that the Veterans Healthcare System is influenced by societal and industry dynamics, VHA acting Under Secretary for Health Kizer (1996) states, "these 'environmental' factors will influence the manner in which the VHA accomplishes its mission, and they provide the context in which it must operate" (p.

7). The purpose of this study is to examine the relationship between external environment, mission and strategy, leadership, organizational culture, and performance at a VA Medical & Regional Office Center (VAM & ROC) a decade after the transformation began.

The Government Performance and Results Act is an effort to improve government performance in its operations and programs. The act requires all federal agencies to develop and submit a five-year strategic plan covering their major functions and actions in consultation with Congress, and with input from external stakeholders, and other concerned citizens. The purposes of GPRA is to: improve the confidence the American people have in the performance of the federal government; improve federal program effectiveness and public accountability; help federal managers improve service delivery; improve Congressional decisionmaking; and, improve internal management of the Federal Government (GPRA, 1993).

For the VHA, it was the beginning of a process to reorganize itself with goals that were to be accomplished through the establishment of a strategic planning and performance measurement system. This, as Kizer (1995) stated it, is "being done to improve access to quality and efficiency of care to the nation's veterans. This reorganization will also strengthen VHA's ability to accomplish its other missions of education and training, research and contingency support during war or national emergency" (p. 11). The strategic planning and performance management system developed for reorganization is to bring about efficiency with a patient-centered focus through the improved use of resources and improved service delivery (Kizer).

In addition to a five-year strategic plan, which guides the overall operation of the VHA, the GPRA requires development of an annual performance plan and an annual performance report. Beginning in fiscal year 1999, the annual performance plan must identify measurable organizational goals and performance objectives, and describes the methods to achieve them. Performance is then measured against the stated goals and objectives developed by the VHA. The annual performance report indicates how well the VHA accomplished its goals and objectives as put forth in the annual performance plan.

Conceptual Framework

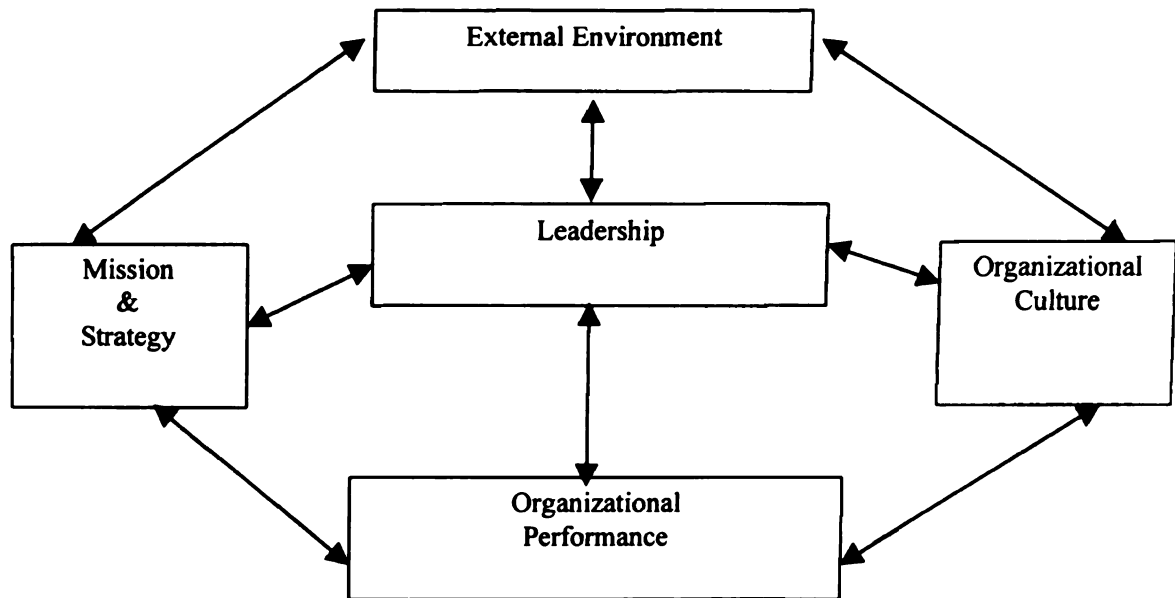
The environmental factors influencing the VA required that the VA undergo a transformation not merely to change. Political scientist and Harvard graduate James MacGregor Burns (2003) developed the initial idea of transactional and transformational leadership describes "change" in the context of transactional leadership is "to substitute one thing for another, to give and to take, to exchange places, to pass from one place to another" (p. 24). Transformation, however, is much more profound - "it is to cause a metamorphosis in form or structure, a change in the very condition or nature of a thing, a change into another substance, a radical change in outward form or inner character . . . (Burns, p. 24). It is change of this breath and depth that is fostered by transforming leadership."

To meet successfully the goals and objectives set forth in its new mission and vision statements and to conform to the standards of the GPRA, the VA had to transform from a bureaucratic organization focused on inpatient hospital care. For the VA, as VHA acting Under Secretary for Health Garthwaite (2001) stated, where the "VHA is becoming a more population-focused, community-based, and prevention-oriented system,

ensuring that veterans receive timely, accessible, and appropriate care" (p. 1). The "VHA continues to closely monitor changes in enrollment, access, outcomes, utilization, expenditure, system capacity, quality, and veterans satisfaction" (Garthwaite, p. 1). Transformation is assisted by key variables that operate in an organization and that are responsible for bringing about a transformation. W. Warner Burke, Professor at Columbia University Teachers College, and George H. Litwin of the Graduate Center, and members of W. Warner Burke Associates, (1992) developed an organizational performance and change model in which they identified twelve dynamic variables thought to be operating within an organization. Their model of organizational variables include: the external environment; mission & strategy; leadership; organizational culture; structure; management practices; systems; work unit climate; task and individual skills; motivation; individual needs and values; and individual and organizational performance.

They separate this model into two parts, and label them as transformational and transactional. Burke and Litwin's transformational model is composed of these five variables: external environment, mission and strategy, leadership, organizational culture, and organizational performance. The variables in the transformational model are thought to have significant influence in bringing about organizational transformation caused by a direct interaction with the external environment and as a consequence will require a significantly new behavior from organizational members (Burke, 2002). The variables and their relationships in the transformational model developed by Burke and Litwin will be used as a framework for this study (see Figure 1).

Figure 1. The Transformational Model.



Note. "A causal model of organizational performance and change," by W. W. Burke and G. Litwin. 1992, *Journal of Management*, 18(3), p. 530.

The GPRA, with the weight of a congressional mandate behind it, is one of the most influential external factors for the VA. The critical components of the GPRA are: leadership, mission statements, strategic and performance plans, goals and objectives, performance indicators, output and outcome measures, and program evaluations. These variables are closely aligned with the transformational variables identified by Burke & Litwin (1992), see Figure 1, as the key variables responsible for organizational transformation to occur. It is within this framework of the influence of the GPRA's performance requirements on the VA that this study will focus its examination of the VA's transformational efforts. The transformational variables of the model developed by Burke and Litwin of external environment, mission & strategy, leadership, organizational culture and organizational performance along with the Government Performance and

Results Act will be used to provide the theoretical foundation and framework for this study.

Theoretical Foundation

"Healthcare is a rapidly evolving industry where firms face constantly changing conditions and an ever-increasing demand for services" (Forehand, 2000, p. 1). Many healthcare organizations in the public and private sectors are facing the challenges of a rapidly evolving and constantly changing conditions through transformation with some having disappointing results and others great successes that can provide valuable lessons for future transformational efforts (Young, 2000).

For the VHA and other organizations "there are internal and external forces that influence change" (Tomey, 2000, p. 271). Some of the external forces as stated by Tomey include "health care economics, technology, restructuring, diversity, and changing demographics . . ." (p. 271). Burke & Litwin (1992) state that an "external environment is any outside condition or situation that influences the performance of the organization (e.g., marketplaces, world financial conditions, political/governmental circumstances)" (p. 531). As a requirement of the GPRA, the VHA has to identify, in its annual performance plan, the key factors external to the agency that are beyond its control and that could affect them in achieving their strategic goals (Office of Management and Budgeting (OMB), 1997).

Emery and Trist (1965) first posited external factors as influences on an organization. They theorized that an organization was an open system that created organizational interdependency between the inputs and the outputs of an organization and its environment. As an organization is changing so is the environmental context in which

the organization exists changing at an increasing rate and complexity (Emery & Trist; Burke, 2002). Isaac-Henry, Painter, and Barnes (1997) stated "the context of change refers to those environmental factors influencing, restraining and driving change in organizations. They include economic, political, social, and technological factors" which provide inputs to the organization (p. 3). At the VHA, for example, suppliers, federal legislators, veterans groups, and/or other healthcare providers are some of the external forces that could greatly affect the VHA's ability to meet its selected goals and objectives, and thus succeed or fail in meeting its strategic performance measures.

The "mission and strategy is what the organization's (a) top management believes, and has declared, is the organization's mission and strategy and (b) what employees believe is the central purpose of the organization" (Burke & Litwin, 1992, p. 532). Drucker (1995) stated that government agencies should be posited the question "What is your mission? Is it still the right mission? Is it still worth doing? If we were not already doing this, would we now go into it? One of the first requirements of GPRA is that agencies have mission statements and develop strategies to complete their mission.

In describing "The Mission of the 'New VA'", Kizer (1996) in relation to its environment finds that "in coming years, the veterans healthcare system will be buffeted by powerful societal and industrywide dynamics. These 'environmental' factors will influence the manner in which VHA accomplishes its mission, and they provide the context in which it must operate" (p. 7). The mission of the "New VA" is as follows"

The mission of the veterans healthcare system is to serve the needs of American's veterans. It does this by providing specialized care for service-connected veterans, primary care and related medical and social support services. To accomplish this mission, VHA needs to be a comprehensive, integrated healthcare system that provides excellence in healthcare value, excellence in service as defined by its customers, and excellence in education and research, and needs to

be an organization characterized by exceptional accountability and by being an employer of choice. (Kizer, 1996, p. 8)

To help guide the mission a new vision statement was adopted that states:

Healthcare VAlue begins with VA . . . The new veterans healthcare system supports innovation, empowerment, productivity, accountability and continuous improvement. Working together, we provide a continuum of high quality healthcare in a convenient, responsive, caring manner -- and at a reasonable cost. (Kizer, p. 9)

Based on the new vision and mission, a set of five mission goals, with key guiding principles and strategic objectives, were identified to direct the VHA in accomplishing its transformation according to the new mission. The VHA, in accordance with the new mission and vision began the task of restructuring and reorganization. It was not just "a re-shuffling of bureaucratic [*sic*] on a central office organizational chart" Kizer (1995) stated, "rather, it is a fundamental change in the way responsibility is spread across many decision points in order to imbue the organization with a common sense of purpose" (p. 73), and it will require leaders that can articulate its new direction.

Leadership, another critical component of meeting the GPRA standards, required the VHA to adopt a transformational style in order to meet successfully the obligations of the new mission. In the literature are many definitions of leadership, Burke & Litwin (1992) define leadership as "executives that provide overall organizational direction and serve as behavioral role models for employees" (p. 532). Burns (1978) defines leadership based upon purpose: "leaders inducing followers to act for certain goals that represent the values and the motivations--the wants and needs, the aspirations and expectations--*of both leaders and followers*" (p. 19). According to Burns, leadership takes on two fundamentally different forms in the leader-follower relation. Burns labels one form of leadership as transactional, which is based on the purpose of exchange of

valued things. A clear example of this can be found in the statement that "you do this for me and I will provide you with that," is an exchange of money for work. Transforming is the second form of leadership Burns identifies. Transformational leadership "occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality" (Burns, 1978, p. 20).

Based on Burns' definition of transactional and transformational leadership, Bass (1998) further defined "transactional leadership as *contingent reinforcement*. Reinforcement is in the form of a leader's promises and rewards or threats and disciplinary actions; reinforcing behavior is contingent on the follower's performance" (p. 3). This is in contrast to the transformational leader that Bass states "moves the follower beyond self-interests and is charismatic, inspirational, intellectually stimulating, and/or individually considerate" (p. 3). Leaders may at times display both forms of leadership, but to move the organization to a new level or in a new direction, it is the transformational leader qualities that are needed (Bass). As part of the VA health care delivery system restructuring plan authority and responsibility to meet defined levels of patient satisfaction, access, quality and efficiency will fall on field leadership (Kizer, 1995).

"It is important to note, however, is that in and of itself, planned organizational structure merely provides a template upon which new attitudes and behavior will be encouraged and rewarded, and around which a new organizational culture can grow" (Kizer, p. 7). A key factor in determining the VHA's successful transformation is the extent to which the leadership has influenced the organizational culture to transform. According to Bass "an organizational culture affects its leadership as much as its

leadership affects the culture" (p. 63). Schein (2004) stated "these dynamic processes of culture creation and management are the essence of leadership and make one realize that leadership and culture are two sides of the same coin" (p. 1).

Burke & Litwin (1992) stated that culture is a "collection of overt and covert rules, values, and principles that are enduring and guide organizational behavior" (p. 532). Organizational culture is a dynamic phenomenon that is in constant flux, being created by employee interactions with each other, shaped by leadership behavior within a structured set of norms that direct and constrain behavior (Schein, 2004). According to Bass (1998), "leaders need to be attentive to the rites, beliefs, values, and assumptions embedded in the organizational culture" (p. 63).

According to Bass (1998), "the extent to which organizations maintain transactional or transformational cultures can be described by their members and reliably measured. Within this framework, organizations are likely to have cultures that vary from each other in both modes" (p. 65). In the transactional mode, the culture focuses on contractual relationships where job assignments are written out along with the rules, regulations, and disciplinary standards (Bass). The transformational mode has a sense of purpose and belonging. There is interdependence between leaders and followers committed to the long-term with a shared sense destiny and common interests (Bass). This is not to say that transactional and transformational organizational cultures are mutually exclusive. For as Bass stated, "as with leadership, transformational culture can build upon the transactional culture of the organization. The inclusion of assumptions, norms, and values that are transformationally based does not preclude individuals from pursuing their own goals and rewards" (p. 66) in achieving organizational performance.

Lawrence (2000) stated "the healthcare environment, replete with extreme uncertainty, intense competition, dramatic change, and active governmental and public scrutiny, is experiencing a demand for effective leadership and improved organizational performance. " (p. 5). It is within these contradictory pressures that the VHA is challenged to meet both its patient focused objectives and the fiscal accountability objectives imposed by the GPRA. Burke & Litwin (1992) define organizational performance as "the outcome or result as well as the indicator of effort and achievement (e.g., productivity, customer satisfaction, profit, and quality)" (p. 533). Reinhart (2000) stated that performance, "essentially, it's what people actually do to make an organization work" (p. 1). It is the thousand of actions and the combinations of those actions that employees take every day that become outcomes that make organizations competitive or not.

"Over the long run, only those organizations survive that serve the need of their societies effectively and efficiently; that is, they provide the benefits demanded by society at prices sufficient to cover the costs incurred in providing them" (Hofer & Schendal, 1978, p. 1). In an effort to improve management and accountability, the GPRA shifts the focus away from activities that are undertaken, to results of the activities, as reflected in citizens' lives (GAO, 1997). The GPRA stated GAO "is intended to improve the efficiency and effectiveness of federal programs by establishing a system to set goals for program performance and to measure results" (p. 3).

In a foreword by Thomas Garthwaite (2001), Under Secretary for Health, in *Journey of Change: Corporate Report and Strategic Forecast - Discovering Six for 2006*, states "the VA health care system has undergone a dramatic transformation" (p. i).

Garthwaite finds that since the *Journey of Change* started in 1995, and through 2001, that, "we have made measurable and significant progress in improving the performance of our system. Our performance data demonstrate improved access, quality, safety, patient satisfaction, efficiency and accountability" (p. i). Transforming an organization like the VHA, to achieve successful organizational performance objectives, is the result of a combination of relationships between variables in and of the organization. The variables of external environment (Emery & Trist, 1965, Edginton & Neal, 1983; Prescott, 1986; Burke & Litwin, 1992), leadership (Burns, 1978; Burke & Litwin, 1992; Northouse, 1997; Bass, 1998), mission and strategy (Burke & Litwin, 1992; Prescott, 1986), and organizational culture (Bass, 1998; Cooke & Rosseau, 1988; Klein et al., 1995; Burke & Litwin, 1992) working in relationship with each other, bring about an organization's targeted transformation.

Purpose Statement

The purpose of this study is to examine the relationships between the external environment, mission and strategy, leadership, organizational culture, and performance at the White River Junction, VA Medical & Regional Office Center.

Hypotheses

H1: Among employees, a direct relationship exists between external environment and performance measures.

H2: Among supervisors/managers, a direct relationship exists between external environment and their transformational leadership style.

H3: Among supervisors/managers, a direct relationship exists between external environment and their transactional leadership style.

- H4: Among supervisors/managers, an inverse relationship exists between the external environment, and their laissez-faire leadership style.**
- H5: Among supervisors/managers, a direct relationship exists between leadership style, and their subordinates' perception of their supervisors/managers leadership style.**
- H6: Among supervisors/managers a direct relationship exists between their transformational leadership style, and performance measures.**
- H7: Among supervisors/managers a direct relationship exists between their transactional leadership style, and performance measures.**
- H8: Among supervisors/managers an inverse relationship exists between their laissez-faire leadership style, and performance measures.**
- H9: A direct relationship exists between employees' mission and strategy, and performance measures.**
- H10: Among supervisors/managers, a direct relationship exists between their transformational leadership style, and mission and strategy.**
- H11: Among supervisors/managers, a direct relationship exists between their transactional leadership style, and mission and strategy.**
- H12: Among supervisors/managers, an inverse relationship exists between their laissez-faire leadership style, and mission and strategy.**
- H13: A direct relationship exists between the transformational, transactional, and laissez-faire leadership style of supervisors/managers, and their subordinates' perception of organizational culture typology.**



H14: One of the organizational culture typologies will be more predictive of performance measures than the other organizational culture typologies.

H15: No difference exists among employees organizational culture typologies on external environment.

Definition of Terms

The following definitions were used in this investigation.

Department of Veterans Affairs Medical & Regional Office Center. A federally funded healthcare facility providing acute inpatient and outpatient services to veterans.

Supervisor or Manager. Title assigned to the executive staff of the WRJ VAM & ROC and includes the following positions: Senior management, mid-level managers, and first-line supervisors.

Subordinate. Reports directly to their immediate supervisor in the facility. All of the employees are immediately subordinate to a supervisor or manager at the WRJ VAM & ROC.

External Environment. External phenomena that potentially or actually influence the population under study (Hall, 1996). "... many factors influence an organization, and management must be responsive to them. Every organization must respond to the needs of its customers or clients, to legal and political constraints, and to economic and technological changes" (Gibson, Ivancevich, Donnelly, & Konopaske, 2003, p. 9).

Mission and Strategy. "... what the organization's (a) top management believes is and has declared to be the organization's mission and strategy and (b) what employees believe is the central purpose of the organization" (Burke & Litwin, 1992, p. 531).

"Strategy" as Chandler (1963) states "can be defined as the determination of the basic

1774
C
O
L

1774

long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary to carrying out these goals" (p. 13).

Transformational Leadership. ". . . occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality" (Burns, 1978, p. 20). Transformational leadership is more than simple exchanges or agreements with colleagues and followers. Bass (1998) finds "they behave in ways to achieve superior results by employing one or more of four components of transformational leadership" (p. 50) as follows:

Idealized Influence (attributed). "Attributed charisma is the impact of the leader's ability to arouse enthusiasm, strong emotions, faith, loyalty, respect, pride, and self-trust . . ." (Opeil, 1998, p. 34).

Idealized Influence (behavior). "Behaviorally-based charisma, is the charismatic behavior of the leader to focus on people, develop a vision, transmit the vision, and implement the vision to arouse followers . . ." (Opeil, 1998, p. 34).

Inspirational motivation.

Leaders behave in ways that motivate those around them by providing meaning and challenge to their followers' work. Individual and team spirit is aroused. Enthusiasm and optimism are displayed. The leader encourages followers to envision attractive future states, which they can ultimately envision for themselves. (Bass, Avolio, Jung, & Berson, 2003, p. 208)

Intellectual stimulation.

Leaders stimulate their followers' effort to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. There is no ridicule or public criticism of individual members' mistakes. New ideas and creative solutions to problems are solicited from followers, who are included in the process of addressing problems and finding solutions. (Bass, Avolio, Jung, & Berson, 2003, p. 208)

Individualized consideration.

Leaders pay attention to each individual's need for achievement and growth by acting as a coach and mentor. Followers are developed to successfully higher levels of potential. New learning opportunities are created along with a supportive climate in which to grow. Individual differences in terms of needs and desires are recognized. (Bass, Avolio, Jung, & Berson, 2003, p. 208)

Transactional Leadership. ". . . occurs when one person takes the initiative in making contact with others for the purpose of exchange of valued things" (Burns, 1978, p. 19). Depending upon the adequacy of the follower's performance the leader will reward or discipline the follower (Bass, 1998). Bass finds that "transactional leadership depends on contingent reinforcement, either positive contingent reward (CR) or the more negative active or passive forms of management-by-exception (MBE-A or MBE-P)" (Bass, 1998, p. 6) as follows:

Contingent Reward. ". . . the leader assigns or gets agreement on what needs to be done and promises rewards or actually rewards others in exchange for satisfactorily carrying out the assignment" (Bass, 1998, p. 6)

Management-by Exception (active). ". . . the leader arranges to actively monitor deviances from standards, mistakes, and errors in the follower's assignments and to take corrective action as necessary" (Bass, 1998, p. 7).

Management-by-Exception (passive). ". . . waiting passively for deviances, mistakes, and errors to occur and then taking corrective action" (Bass, 1978, p. 7).

Laissez-Faire Leadership. "Is described as the least leadership as evidenced through the absence of action taken by the leader, and the missing provision of motivation and satisfaction for the needs of the follower by the leader. . ." (Lawrence, 2000, p. 13).

Organizational Culture.

A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the way to perceive, think, and feel in relation to those problems. (Schein, 2004, p. 17)

Organizational Culture Typology. ". . . describes the type of organizational culture by the values and behaviors associated with the leadership style" (Lawrence, 2000, p. 13).

Assumptions

Because, Burke and Litwin's transformational model has no instrument developed to test the relationships between the model's variables. Three instruments were used to test the relationships as identified by Burke and Litwin. This study is conducted based on the following assumptions: (a) The investigator assumed that the transformational, transactional, and laissez-faire leadership styles of Bass and Avolio (1995) is applicable to the healthcare supervisors' leadership style and practice. (b) The healthcare supervisors would be able to identify their own behaviors. (c) It is possible for the subordinates to observe and identify the leadership behaviors of their immediate supervisors. In addition, (d) transformational, transactional, and laissez-faire leadership styles would be represented in the population studied to varying degrees.

The study used the perceptions of the employees. (e) It is assumed that the employees in the study could respond to questions about the external environment, leadership behaviors, mission and strategy, organizational culture, and performance. (f) It is also assumed that employees would answer the questions truthfully.

Limitations

This study may be limited because it focused on the perceptions of employees in a VA healthcare setting. Hence, it may not be generalizable to other populations. Because of the complexity and ambiguity of the variables involved, there is a risk of hidden tautologies in the hypotheses being tested leading to meaningless correlations. This was not a longitudinal study, so it is not possible to formulate firm conclusions regarding the stability of empirical relationships.

Delimitations

This study focused on the perceptions of employees in a single VA healthcare organization. The Multifactor Leadership Questionnaire (Form 5x-Short) (Bass & Avolio, 2000), the Organization Description Questionnaire (Bass & Avolio, 1992) and the Survey on Performance and Management Issues (GAO, 2000) was used as the basis for describing the external environment, mission and strategy, leadership, organizational culture, and performance. This study will confine itself to examining the relationships between employees' perceptions of external environment, mission and strategy, leadership, organizational culture and performance in a VA healthcare facility.

Chapter Two

Review of Literature

The purpose of this study is to examine the relationship between external environment, mission and strategy, leadership, organizational culture, and performance. The transformational factors of an organization performance and change model (see Figure 1) developed by Burke and Litwin (1992, 2002) will be used as the conceptual framework for this study. Literature regarding organizational interventions, strategic planning concepts, and the development of an organizational performance and change model are presented in this chapter.

Organizational Interventions

Organizations are interested in obtaining results that could not be obtained by individuals acting alone. A variety of interventions have been used by public and private organizations, starting after World War II through the present, for obtaining desired results from organizations. These organizational interventions include the Program-Planning-Budgeting System, Management-By-Objectives, Total Quality Management, and the Government Performance and Results Act of 1993. Each intervention supplanted its predecessor as legislators determined that the outcomes of the interventions were either effective or no in accomplishing their objectives.

Program-planning-budgeting system

The program-planning-budgeting system (PPBS) was developed by the U.S. Department of Defense in the early 1960s (Kraus & Curtis, 2000), as a way to plan, control, and coordinate activities and financial resources in an organization with special emphasis on budgeting. For businesses as well as government, the PPBS was a "dramatic

shift from the previous method of line-item budgeting. In planning, managers were forced to address outputs of programs and services, as opposed to strictly inputs" (Rabin, Hildreth, & Miller, 1989, p. 263).

Strategic planning, management controls, budgeting, and operational controls are functions of the PPBS. Critics of PPBS felt that it was best used by large-scale businesses and government organizations (Kraus & Curtis, 1990) that had quantifiable outcome. They also thought that programs or services with a strong value orientation would have difficulty under PPBS. Although discarded at the federal level, PPBS with its elements of control, management and planning has been adapted for used by some businesses, as well as state and local government agencies (Kraus & Curtis, 1990; Rabin et al., 1989).

Management-By-Objectives

Management-by-objectives (MBO) as defined by McShane and von Glinow (2003) is "a participative goal-setting process in which organizational objectives are cascaded down to work units and individual employees" (p. 599). One of the main differences between PPBS and MBO is that MBO has more flexibility allowing managers to focus their "attention on getting better performance from groups and individuals as part of the organization" (Cohen & Brand, 1993, p. 55).

MBO gives managers variety in their planning and more control of activities. Therefore, managers are better able to direct their organizations on clearly defined headings with their programs and services (Rabin et al., 1989). "Objectives are developed for every level of management in the hierarchy and each unit in the organization. The manager checks objectives for compatibility with other units and

contribution to the objectives at the next level of the hierarchy" (Tomey, 2000, p. 156). Because MBO requires involvement by a supervisor and subordinates in establishing agency objectives, "performance and success in meeting these objectives are regularly and carefully evaluated and lower-level employees are given much more responsibility and opportunity for initiative than in traditional job settings" (Kraus & Curtis, 1990, p. 116).

Total Quality Management

Total quality management (TQM) as Munoz (1999) stated "is a philosophy of improving quality by ceaselessly improving the processes that support the mission of the organization" (p. 3). Not only does TQM espouse the belief that continual improvement is possible and necessary, but changes should be made to meet the modifications required by customers' demands (Munoz, 1999). TQM as described by Jamieson and Wolter (1999) "is built on four features: meeting customer specifications, conforming to legal requirements, meeting or exceeding customers' expectations, and providing service that is better than the competitor's service" (p. 14).

Cohen and Brand (1993) find that "continuous quality improvement requires a new way of managing work, in which employees are not simply ordered around but are asked to think and participate in the process of organizing work" (p. 6). Cohen & Brand (1993) stated that:

In many respects, TQM represents a synthesis of a variety of trends in the world of management: (1) renewed emphasis on the production line as a focus of management attention; (2) the use of increasingly sophisticated statistical techniques to help understand production processes; (3) reduction in levels of hierarchy in organizations; (4) increased use of production workers in analysis of work; (5) greater worker involvement with management in decision making; and increased use of groups and teams to solve problems. (p. 55)

In order to overcome and surpass customer needs and maintain the highest possible level of quality, managers demanded honest feedback regarding the way the organization was being run and the way customers were being served. A feedback process is used to continually diagnose and improve performance (Kraus & Curtis, 2000). In the health care setting customers want involvement in decision making and information about quality and costs (Tomey, 2000), and quality improvement by health care providers became the key to their survival (Tomey).

Government Performance and Results Act

The Government Performance and Results Act (GPRA) of 1993, is the first federal budgetary intervention of its kind to gain bipartisan congressional support and be passed into law. The purpose of GPRA is to improve the efficiency and effectiveness of federal programs by establishing a standardized system of goal setting for program performance and by measuring results. The purposes of federal agencies implementing GPRA (1993) are as follows:

1. Improve the confidence of the American people in the capability of the federal government, by systematically holding federal agencies accountable for achieving program results;
2. Initiate program performance reform with a series of pilot projects in setting program goals, measuring program performance against those goals, and reporting publicly on their progress;
3. Improve federal program effectiveness and public accountability by promoting a new focus on results, service quality, and customer satisfaction;
4. Help federal managers improve service delivery, by requiring that they plan for meeting program objectives and by providing them with information about program results and service quality;
5. Improve congressional decision making by providing more objective information on achieving statutory objectives, and on the relative effectiveness and efficiency of federal programs and spending; and
6. Improve internal management of the federal government. (p. 2)

As with the previous interventions PPBS, MBO, and TQM, the implementation and adoption of GPRA by some federal agency leaders have lagged behind others. Some federal agencies are less than enthusiastic of their charge to implement GPRA. Their unwillingness, in part, is because of the history of short-lived government budget initiatives, and a lack of understanding of the elements involved in complying with GPRA. The Government Performance and Results Act, Total Quality Management, Management-By-Objectives, and Program Planning Budgeting Systems were developed with the intent to help an organization become more effective and efficient in the use of its resources, and involvement of and accountability to its customers. However, the lack of longevity prescribed with each new organizational intervention contributed to unfulfilled intents until the GPRA.

Strategic Planning Concepts

Every organization plans what has to be accomplished (Wegner & Jarvi, 1999) and every organization determines the methods of accomplishing its future goals. It is strategic planning as Wegner & Jarvi stated that "develops an organization's vision and mission, and then its goals and objectives, with and action plan. It builds upon an environmental scan and evaluation of the organization's strengths, weaknesses, opportunities, and threats (SWOT)" (p. 100). It is the combination of vision and mission statements, a SWOT analysis, goals and objectives, and a plan of action that gives direction to an organization during implementation and evaluation (Tomey, 2000).

Vision and Mission Statement

A vision statement *"is a narrative that describes an image of the organization's preferred future.* It provides a contrast between where the organization currently is and



where the organization wants to go" (Wegner & Jarvi, 1999, p. 107). It is a statement of the fundamental values and direction of the organization. Tomey (2000) states "when doing strategic planning, the vision should be the preferred future" (p. 178).

A mission statement is a function of the organizations internal and external constituents, leaders and stakeholders. It is a declaration of what the organization should be doing and why it is doing it (Bryson, 1990; Oster, 1995); it is a "blueprint for success" (Abrahams, 1999), and the purpose for its existence (Tomey, 2000). The mission statement is an articulation of the organization's vision and it provides a sense of identity for employees, customers/clients, and stakeholders. In an organization, through its vision and mission statement, managers and leaders attempt to define clearly their long-term intentions (Tomey). From the stated intentions or purposes goals and objectives are created that serve as a basis for shared organizational expectations, for strategic planning, and for performance evaluations (Graham & Havlick, 1994; Wegner & Jarvi, 1999).

Bolman and Deal (1997) state that organizations "are filled with people who have different interpretations of what is happening and what should be happening" (p. 13). A mission statement can serve to unify people with a different skills and education levels working in a variety of jobs and in dispersed locations throughout the organization (Abrahams, 1999). In changing a mission statement it is important for leaders to remember the vision, values and beliefs of its founders, employees, and stakeholders (Bryson, 1990; Oster, 1995; Wegner & Jarvi, 1999) because the values and the behavior of the organization are a reflection of the mission statement. Based on the vision and mission statements organizations develop specific strategies, goals and objectives, and action plans. The organization's strategies are developed after an analysis of the internal



strengths and weaknesses, and an analysis of the external opportunities and threats has been performed.

Strength, Weakness, Opportunity, and Threat Analysis

Strength, weakness, opportunity, and threat (SWOT) analysis is an assessment of the internal environment (strengths and weaknesses), as well as an assessment of the external environment (threats and opportunities) (Bryson, 1990; Tomey, 2000; Wegner & Jarvi, 1999). Organizations are not operating in isolation from their environments and they must be cognizant of changes that are taking place inside and outside of the organization (Emery & Trist, 1965). According to Wegner and Jarvi "the strengths and weaknesses of the organization are the forces inside the organization. Resources, personnel, salaries, supplies, land, and facilities would be among the things evaluated" (p. 107). External forces of the organization are "opportunities and threats" as Wegner and Jarvi stated "include the needs of participants/customers and stakeholders; competitors and allies; social, economic, political, and technological forces in the community" (p. 107). Identifying the environmental conditions should be accomplished as part of the strategic planning process, based on the organization-identified strengths, weaknesses, opportunities and threats. Strategic planning is a dynamic open-system process that will change as the internal and external environment and stakeholders' (publics) interests and expectations of the organization change (Wegner & Jarvi). Stakeholder participation when developing strategic plans helps to clarify the issues and cultivates a common understanding (Halachmi, 1992) of citizens' concerns and organizational mandates. After performing a SWOT analysis, the next step is to develop strategies which focus on

linking the organization's mission, to goals and objectives, then to program evaluations and performance measures (Bryson, 1990).

Goals and Objectives

Businesses first used "goals and objectives" as a way for management to articulate an organization's direction and to produce measurable results. Goals and objectives as Drucker (1954) described are:

An objective, a goal, a target serves to determine what action to take today to obtain results tomorrow. It is based on anticipating the future. It requires action to mold the future. It always balances present means and future results, results in the immediate future and results in the more distant future. (p. 88)

Goals are statements that help explain how the organization will accomplish its mission. The Office of Management and Budgeting (OMB) (1997) states "the goal may be of a programmatic, policy, or management nature, and is expressed in a manner which allows a future assessment to be made of whether the goal was or is being achieved" (p. 271). Goals involve organizational intents and measurable outcomes or results. Goals and objectives become the standard by which the collective action of the organization is judged. Goals and objectives are dynamic and will change as they are accomplished, and from environmental pressures placed on the organization (Hall, 1996).

Strategic planning requires that managers do more than just describe their goals and objectives. They describe how they are going to accomplish them as part of their action plan by determining the resources (capital, human, and natural) that are needed as inputs to the organization. The objectives are expressed as quantifiable standards, values, or rates against which the actual achievement can be compared (OMB, 1997). They should be achievable, specific, measurable, and "each objective should be about a single result with a target date" (Tomey, 2000, p. 181).



Action Plan

An action plan establishes a timeline with levels of achievement for each of the goals and objectives. As Wegner and Jarvi (1999) state, "an action plan is a pattern of purposes, policies, programs, actions, decisions, or resource allocations that defines what an organization is, what it does, and why it does it" (p. 111). In the action plan the goals are expressed in objective quantifiable and measurable form. The action plan describes the means, i.e., inputs (skills, technology, human, natural, and capital resources) required to accomplish the ends, i.e. outputs/outcomes.

Performance evaluations are developed to measure and evaluate the relevant outputs/outcomes and service levels of the organization. Performance indicators are used to verify and validate whether the actual program results reach the established goals as stated in the action plan (OMB, 1993) in support of the mission (Wegner & Jarvi).

Wegner and Jarvi state "each strategy needs to have specific actions assigned to it, and the responsibility for what lies with the manager and the management team" (p. 112).

The action plan is important in answering the question of who will do what, when, where, and why in an organization (Wegner & Jarvi). The assignment of specific actions and updating of the action plan should occur annually by management based on the previous year's performance and program evaluation.

Performance and Program Evaluation

The OMB (1997) describes program evaluation as "an assessment, through objective measurement and systematic analysis, of the manner and extent to which federal programs achieve intended objectives" (p. 271). Wegner and Jarvi (1999) state "annual and regularly scheduled evaluations should take place to see that progress on



accomplishing the goals and objectives is being made and that the action plan is moving forward" (p. 112). In organizations program evaluations are used by management to revise or establish future strategic goals and indicate how well they are doing in achieving their stated objectives. Evaluations as Holzer and Callahan (1998) found:

Can provide feedback that influences decisions to allocate or reallocate public sector resources, to set or change priorities. Such decisions are made "internally" by public managers, chief executives and legislatures. They are substantially influenced "externally" by feedback from citizens, public interest-advocate groups, private businesses, and their elected or media surrogates. Each of these actors--internal or external--holds opinion as to service priorities. (p. 118)

Performance evaluation reports are used to ensure that the organization's chief administrator is informed on a daily, weekly, monthly, quarterly, semi-annually and/or annual basis of the progress toward achieving goals and objectives (Wegner & Jarvi, 1999). The performance evaluation can also assess the outcomes or results of programs developed as part of the strategic planning process. Because, the strategic planning process is iterative changes and modifications are inevitable, it is very important for organizations to have clearly stated and measurable goals and objectives that can be used by management to evaluate their progress and success (Wegner & Jarvi) as they implement their strategic plan.

The strategic planning process is an important part of management. The strategic planning concepts of a vision and mission statement, SWOT analysis, goals and objectives, an action plan, and performance and program evaluation are all results of planning.

Development of an Organizational Performance and Change Model

Organizations, big and small, public and private, find themselves in an era of change. In public organizations such as the VA, change as Stanglin (1997) states is

causing a budgetary reality that is "forcing both the administration and congress to find ways to do more with less" (p. 37).

In a conceptual model of organizational performance and change developed by Burke and Litwin (1992, 2002), twelve dynamic variables are identified that are thought to be operating within an organization. Burke and Litwin describe these variables as the external environment, mission and strategy, leadership, organizational culture, structure, management practices, systems - policies and procedures, work unit climate, task and individual skills, motivation, individual needs and values, and individual and organizational performance. Burke and Litwin's performance and change model is considered a dynamic open-system model because change can happen to any of the variables in the model. From open-systems theory, the external environment can be thought of as the source of inputs and the organization's performance as the outputs back into the external environment. A feedback loop consisting of outputs links the organization's performance to the external environment with products and services, these outputs are thought to have an effect on the external environment (Burke & Litwin). In this open-system model described by Burke & Litwin, some theorize that a change in one variable will eventually have an impact on the other variables in the model.

Burke and Litwin (1992) divided their organizational performance and change model into two parts. The first part is categorized as transformational and it is composed of the variables: external environment, mission and strategy, leadership, organizational culture, and individual and organizational performance. These five variables are theorized to be transformational because of the influence they have on an organization's

ability to change, which requires "a completely new behavior set from organizational members" (Burke & Litwin, p. 529).

The second part of the organization performance and change model, developed by Burke and Litwin (1992), is defined as transactional and is composed of the variables: structure, management practices, systems (policies and procedures), work unit climate, task and individual skills, motivation, individual needs and values, and individual and organizational performance. Burke and Litwin describe this model as transactional because it is based on "relatively short term reciprocity among people and groups" (p. 530) within the organization.

Elements of the transformational and transactional model combine to form what Burke and Litwin posit as an "organizational performance and change model." The transformational model (see figure 1) with its variables of external environment, mission and strategy, leadership, organizational culture, and organizational performance will be used to provide the foundation and theoretical framework for this study. These variables will be examined in the following overview of organizational performance and change theory.

Overview of Organizational Performance and Change Theory

This section is a chronological review of the theories and empirical research of the variables examined in this study. They are the external environment, mission and strategy, leadership, organizational culture, and organizational performance.

External Environment

Emery and Trist (1965) provide a basis for use of an open-system theory approach to studying the causal relationship between an organization and its environment. They

state that, "a main problem in the study of organizational change is that the environmental contexts in which the organizations exist are themselves changing, at an increasing rate, and towards increasing complexity" (p. 21). One of the key components for the transformation of an organization, is the identification of factors external to the organization, and beyond its control that could significantly affect achievement of its strategic goals. For example, a change in funding, local, or national politics, technologies and scientific discovery, human and natural resources, market place and/or a natural disaster may affect an organization's goal achievement.

Edginton and Neal (1983) studied perceptions of organizational goals of park and recreation directors. Responses were received from park and recreation directors in 382 agencies in the United States (34 percent of the sample) on an 85-goal statement questionnaire. The connection between an organization's goals and the environment is a universal element that all types of organizations must confront. Findings from their study that are relevant to this study show: a) A need by an organization's leaders to focus on the outcomes or the benefits that can be derived from their organizations' services rather than on the means, b) a need to manage resources more efficiently and effectively, and c) securing a favorable appraisal by political bodies and recognizing political and economic variables. Edginton and Neal concluded that goal setting should be ongoing and systematic, and the process should involve administrators and staff members, and external policy-makers and members of the community as well as other interested publics.

Prescott's (1986) study of 1,638 business units in the *Profit Impact of Market Studies* database from 1978, through 1981, investigated whether environments moderate

the relationship between strategic variables and performance. In this study, Prescott uses moderated regression analysis and subgroup analysis to determine the relationship between eight environmental variables and nine strategic variables. Prescott concludes that the environments modified the strength, but not the form of the relationship between the strategic variables and performance. Prescott finds that the "environment is critical because it establishes the context in which to evaluate the importance of various relationships between strategy and performance" (p. 342).

Mission and Strategy

Much has been written about the benefits of having a mission statement and a strategic plan for implementing the mission statement, but little empirical research has been done that shows the link between strategic planning and performance. Formal strategic planning is defined by Pearce, Freeman, and Robinson (1987) as "the process of determining the mission, major objectives, strategies, and policies that govern the acquisition and allocation of resources to achieve organizational aims. . . ." (p. 658). In a critical review of 18 empirical studies of formal strategic planning (FSP) on organizational effectiveness by Pearce et al. find that "empirical support for the normative suggestions by strategic planning advocates that all firms should engage in FSP has been inconsistent and often contradictory" (p. 671) with as many studies finding negative as well as positive results.

In an organization the mission statement serves three functions as described by Oster (1995). First, the mission statement serves as a boundary function by describing the bounds that the organization can operate in. Second, the mission statement motivates staff by describing the "ideology of the organization, to serve as a flag around which the

organization can rally" (p. 23). Third, the mission statement can be used to help in the evaluation of the organization, checking to see if it accomplished its intended purpose.

Drucker (1995) states that "every agency, every policy, every program, every activity, should be confronted with these questions: 'What is your mission?' 'Is it still the right mission?' 'Is it still worth doing?' 'If we were not already doing this, would we now go into it?'" (p. 54). These questions have been asked often in business, non-profit organizations, hospitals, and government to know that developing a mission and strategy works (Drucker).

Leadership

Leadership has been defined and conceptualized in a multitude of ways. Northouse (1997) lists several components "central to the phenomena of leadership. They are (a) leadership is a process, (b) leadership involves influence, (c) leadership occurs within a group context, and (d) leadership involves goal attainment" (p. 3). Based on these components Northouse states "leadership is a process whereby an individual influences a group of individuals to achieve a common goal" (p. 3).

Leadership according to Burns (1978) takes on two fundamentally different forms in the leader-follower relationship. The first form Burns labels as transactional, which is based on the exchange of valued things. You do X for me, and I will provide you with Y, as in, for example, an exchange of money for labor. Transforming is the second form of leadership which Burns identifies as transformational leadership that "occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality" (p. 20).

Bass (1985) extends Burns (1978) definition of transactional and transformational leadership to include supervisory--subordinate relations. Bass states a transactional leader:

1. Recognizes what it is we want to get from our work and tries to see that we get what we want if our performance warrants it.
2. Exchanges rewards and promises of rewards for our effort.
3. Is responsive to our immediate self-interests if they can be met by our getting the work done. (p. 11)

The transactional leader then exchanges rewards for subordinates services rendered.

Bass (1985) finds the transformational leaders "motivates followers to work for transcendental goals and for aroused higher-level needs for self-actualization rather than for immediate self interest" (p. 11). Bass states such a transformation can be achieved:

1. By raising our level of awareness, our level of consciousness about the importance and value of designated outcomes, and ways of reaching them.
2. By getting us to transcend our own self-interest for the sake of the team, organization, or larger polity.
3. By altering our need level on Maslow's (or Alderfer's) hierarchy or expanding our portfolio of needs and wants. (p. 20).

Howell and Avolio (1993) in a study examining the relationship of transactional and transformational leadership to unit performance use a sample of 78 managers representing the top four levels in a large Canadian financial institute. They examined "the degree to which leader locus of control predicts transformational-leadership behavior as well as the moderating effect of support for innovation on the relationship between transformational-leadership behaviors and performance" (Howell & Avolio, p. 894).

The measures used by Howell and Avolio (1993) for the study consisted of four scales: leadership behavior, locus of control, support for innovation, and consolidated-unit performance. The leadership behavior was measured using the Multifactor Leadership Questionnaire MLQ-Form 10. MLQ-Form 10 uses three scales to measure

transformational leadership and they are charisma, individual consideration, and intellectual stimulation. Transactional leadership was measured using three scales: contingent reward, active management-by-exception, and passive management-by-exception. Locus of control was measured using a 13-item scale developed by Rotter (1966). Rotter's "forced choice questionnaire assesses whether people believe that events are contingent on their own behavior (internal orientation) or on external forces (external orientation)" (Howell & Avolio, 1993, p. 894). Consolidated unit performance is a measure of "the degree to which a manager achieved targeted goals for the year, calculated in terms of the percentage of goals met" (Howell & Avolio, 1993, P. 894).

Results of Howell and Avolio's (1993) study indicate that behaviors associated with transformational leadership had a positive contribution on unit performance and that transactional leadership was directly and negatively related to unit performance. The study also found that in "an environment in which change is occurring, a pure transactional-leadership style may be counter productive" (Howell & Avolio, p. 894).

In addition a study by Lawrence (2000) of for-profit hospital senior executives/department heads and their immediate subordinates using the MLQ form 5x-short finds "that the transformational/transactional leadership paradigm does exist in the hospital setting" (p. 127).

Organizational Culture

"Culture is the invisible force behind the tangibles and observables in any organization, a social energy that moves people to act. Culture is to the organization what personality is to the individual--a hidden, yet unifying theme that provides meaning, direction, and mobilization" (Kilmann, Saxton, & Serpa, 1985, p. ix).

Cooke and Rousseau (1988) using the Organizational Culture Inventory (OCI) find that "behavioral norms do vary across organizations and levels and in ways consistent with the focal organization's management style" (p. 267). The OCI consists of 120 items which combine to produce twelve scales of ten items each; the twelve scales identify the cultural styles of an organization and are classified by, Cooke & Rousseau, as: humanistic-helpful culture, affiliative culture, approval culture, conventional culture, dependent culture, avoidance culture, oppositional culture, power culture, competitive culture, competence/perfectionistic culture, achievement culture, and self-actualization culture. Part of the change process is the identification of the direction that leaders of the organization are headed. The OCI instrument provides executives with a means of identifying changes desired and the behaviors critical to achieving organizational goals and strategies (Cooke & Rousseau).

Klein, Masi, and Weidner (1995) developed a typology of organizational culture based on the twelve cultural styles developed by Cooke and Rousseau in 1988. Klein et al., categorize organizational culture as constructive cultures, passive/defensive cultures, and aggressive/defensive cultures. In a study identifying linkages between the norms and expectations (organizational culture), control situation (distribution & amount of control), perceived quality of service, and employee performance. Klein et al., found that constructive cultures have a significant positive relationship to employee performance. In this same study Klein et al., also found that passive/defensive cultural styles have a significant negative relationship to employee performance and the relationship between employee performance and aggressive/defensive cultural styles are not significant.

Bass (1998) posits the concept of transactional and transformational cultures operating in organizations. An organization in the transactional culture mode "concentrates on explicit and implicit contractual relationships. Job assignments are in writing accompanied with statements about conditions of employment, rules, regulations, benefits, and disciplinary codes" (p. 65). In a transactional culture the employees do not relate to the organizations vision or mission. The leader is a negotiator and allocator of supplies and resources based on power and politics more than merit, with risk taking and innovation discouraged (Bass). Lawrence (2000) using the MLQ 5x-short and the ODQ developed by Bass and Avolio in a study of a for-profit hospital states "the research finding in this study do not corroborate a significant relationship between leadership style and organizational culture" (p. 130).

Gordon (1985) states "but whether or not management wishes to address corporate culture specifically, it seems patently evident that every company still *has* a culture, which is perceived by its members and which provides direction for the many specific things that people will or will not do" (p. 121). Gordon studies upper level management because it is believed the corporate values held by management are reflected in the culture. Gordon states:

Further, if a company wishes to modify its culture, we believe that the trust must come from the top. Although there is little disagreement that cultures are resistant to change or that ultimately the commitment of large numbers of people is necessary, our own observations indicate that a company's culture can change, but only through the perseverance of its leaders. It is they who set the direction, reinforce the values, and raise the consciousness of the organization to what it must be rather than what it has been. (p. 104)

Organizational Performance

Organizational performance has been the dependent variable in several of the aforementioned studies and has been measured on several different scales. Howell & Avolio (1993) measure the "consolidated-unit performance represented by the degree to which a manager achieved targeted goals for the year, calculated in terms of the percentage of goals met" (p. 894). Prescott (1986) uses a return-on-investment as a measure of business performance.

As the previously mentioned studies indicate organizational performance is also the result of leadership (Bass, 1998; Burke & Litwin, 1992; Burns, 1978; Northouse, 1997), external environment (Burke & Litwin, 1992; Edginton & Neal, 1983; Emery & Trist, 1965; Prescott, 1986), mission and strategy (Burke & Litwin, 1992; McGinnis & Kohn, 1993; Prescott, 1986), and organizational culture (Burke & Litwin, 1992; Cooke & Rosseau, 1988; Klein et al., 1995). This study differs from previous studies because it is the first study to examine the relationships between all the independent variables and the dependent variable in an organizational model.

Chapter Three

Methodology

This chapter describes the research methodology used in this study. The purpose of this study was to examine the relationships between external environment, transformational and transactional leadership styles, mission and strategy, organizational culture, and performance at the White River Junction, Vermont, Veterans Administration Medical and Regional Office Center. The research methods discussed in this chapter include population and sample, instrumentation, pretest and focus group, data collection, and data analysis.

Population and Sample

The population of this study included all current full and part-time employees at the VA Medical Center (VAM & ROC), White River Junction, Vermont. The data for this research was collected from senior, mid-level, and first-line managers, and their subordinates. The Director of the facility offered assistance and support, in the form of making staff available for help with printing and distribution of the survey packet. It included help from the Human Resources (HR) Department with the mailing list, and Quality Improvement in providing a person to help with the process (see Appendix A). The White River Junction VAM & ROC HR Department supplied a list of employees, which included all 657 employee's names and their internal mailing addresses at the WRJ VAM & ROC facility. The number of employees changed during the process of gathering the data. The facility was and continues to be in a transformational process that requires restructuring of departments through retraining, attrition offers of early

retirement and subsequent shifting of employees' work responsibilities. The total number of employees at the time of the data collection was 657.

Excluded from the sampling frame because of their knowledge of the questionnaire was the facility Director, the Human Resources Chief, the Quality Improvement Coordinator, the President of AFGE Local 2604, and eight employees who participated in the pretest and the focus group. The pretest and focus group were composed of employees whom were randomly selected from the WRJ VAM & ROC employee list, and they were asked to voluntarily participate in completing the questionnaire and providing feedback on the questionnaire (see Appendix E). If they agreed to take part in the pretest and focus group, they were sent a survey packet that included a cover letter, a questionnaire, and a pre-addressed return envelop. They were asked to keep track of the time required to complete the questionnaire, wording, and clarity of the instrument. Ten survey packets were returned because they were undeliverable. The addressees were no longer at the facility. A total of 252 completed surveys were returned, of which 248 were usable, from a sample population of 635 employees, for a 39% rate of return.

Instrumentation

A questionnaire was used in this study to gather data on the variables from the participants (see Appendices N). Not all of the questions, asked, are shown in Appendix N due to copyright restrictions. Each of the variables identified in the transformation model (external environment, mission & strategy, leadership, organizational culture, and performance) required a scale for the measurement of each particular variable. Each of the scales has from four to thirty-six items per variable. The measures and the design for

each of the five variables: (a) external environment, (b) mission and strategy, (c) transformational and transactional leadership styles, (d) organizational culture, (e) and performance measures are discussed in the following sections. Demographic information was also obtained from the participants.

External Environment

External environmental data were collected using items from the Survey on Performance and Management Issues (PMI), a questionnaire developed by the General Accounting Office (GAO) (2000), (see Appendix B), which is based on participant's perception of external situations that influence the performance of the WRJ VAM & ROC. Two scales, Q-10, nine-items, and Q-11, four-items, consist of statements answered on a 5-point Likert-type scale were used to measure the perceptions of the participants, reporting on the extent that the external environment and its affects on the organization. Respondents made their selection on each item that ranged from "0 = to no extent" to "4 = to a very great extent" (see Appendix N).

Mission and Strategy

Mission and strategy data were collected using items from the Survey on Performance and Management Issues, a questionnaire developed by the General Accounting Office (GAO) (2000), (see Appendix B). Scale Q-3 asks "Are you a manager or supervisor?" if employees answer yes they are supervisors/managers, then they continue on with question Q-4 and Q-5, and employees that were not supervisors/mangers skip to Q-6. Supervisors/managers responded to scale Q-5 seven-items consisting of statements answered on a 5-point Likert-type scale. All employees used scale Q-8 eight-items consisting of statements answered on a 5-point Likert-type

scale. The two scales Q-5 and Q-8 measured the dimensions of mission and strategy (see Appendix N). The participants responded by selecting answers that ranged from "0 = to no extent" to "4 = to a very great extent" on each of the scales.

Transformational, Transactional, and Laissez-faire Leadership Styles

Leadership data were collected using the Multifactor Leadership Questionnaire (MLQ), Leader and Rater Form (5x-Short) developed by Bass and Avolio (1995), (see Appendix C). A thirty-six item modified version of the MLQ, Leader and Rater Form (5x-Short) questionnaire consisting of statements answered on a 5-point Likert-type scale were used to obtain the transformational, transactional, and laissez-faire leadership styles of the employees. The transformational, transactional, and laissez-faire style subscale items are described in Table 1, 2, and 3. The employees describe their own and/or their immediate supervisor's leadership style on each item using a frequency scale that ranged from "0 = not at all" to "4 = frequently, if not always" (Bass & Avolio, 1995).

Because of copyright restrictions, the MLQ Form (5x-Short) questionnaire in its entirety can not be reproduced, however five sample items from the MLQ Form (5x-Short) can be reproduced for inclusion and are as follows: the person I am rating (a) "provides me with assistance in exchange for my efforts," (b) "talks about their most important values and beliefs," (c) "focuses attention on irregularities, mistakes, exceptions, and deviations," (d) "seeks differing perspectives when solving problems" and, (e) "avoids getting involved when important issues arise."

Table 1

Multifactor Leadership Questionnaire Form 5-x Short - Transformational Leadership

Style Items

Transformational		
Subscale	Statement Number	Description
Idealized Influence (Attributed)	10, 18, 21, 25	Admired, respected, and trusted.
Idealized Influence (Behavior)	6, 14, 23, 34	Displays persistence, determination, and risk- taking.
Inspirational Motivation	9, 13, 26, 36	Involves followers in a vision of a better future.
Intellectual Stimulation	2, 8, 30, 32	Encourages innovation and creativity by questioning assumptions.
Individualized Consideration	15, 19, 29, 31	Acceptance of differences, acts as coach or mentor.

Table 2

*Multifactor Leadership Questionnaire Form 5-x Short - Transactional Leadership Style**Items***Transactional**

Subscale	Statement Number	Description
Contingent Reward	1, 11, 16, 35	Rewards individuals based upon agreed objectives.
Management-by-Exception (Active)	4, 22, 24, 27	Actively monitors mistakes and takes corrective action.
Management-by-Exception (Passive)	3, 12, 17, 20	Waits for mistakes to occur then takes corrective action.

Table 3

*Multifactor Leadership Questionnaire Form 5-x Short - Laissez-faire Leadership Style**Items***Laissez-faire**

Subscale	Statement Number	Description
Laissez-Faire Leadership	5, 7, 28, 33	Resists making decisions.

Organizational Culture

Measurement scales from the Organizational Description Questionnaire (ODQ) developed by Bass and Avolio (1992) were used to obtain the perceived organizational

culture qualities of WRJ VAM & ROC (see Appendix D). Fourteen-items on the ODQ deal with the transformational elements and fourteen-items deal with the transactional elements (Bass & Avolio, 1994). The ODQ subscale items are described in Table 4. Respondents of the ODQ used a rating scale of "true", "false", or "?" if the respondent was undecided. From the responses it is determined which of the nine prototype organizational culture typologies that the organization demonstrates. The types of cultures according to the ODQ are predominately four i's, moderately four i's, high-contrast, loosely guided, coasting, moderately bureaucratic, garbage can, pedestrian, and predominately bureaucratic (Bass & Avolio, 1992).

Because of copyright restrictions, the ODQ in its entirety can not be reproduced. However, five sample items from the ODQ can be reproduced for inclusion, and are as follows: (a) "we negotiate with each other for resources," (b) "people go out of their way for the good of the team, department and/or organization," (c) "mistakes are treated as learning opportunities," (d) "new ideas are greeted with enthusiasm" and, (e) "one or two mistakes can harm your career."

Table 4

Organizational Description Questionnaire Culture Types

Organizational Culture		
Subscale	Item Numbers	Description
Transactional	1, 3, 5, 7, 9, 11,	Jobs are explicitly stated,
	13, 15, 17, 19,	commitments are short-term,
	21, 23, 25, 27	resources are negotiable.
Transformational	2, 4, 6, 8, 10, 12	Work for the good of the
	14, 16, 18, 20,	team, continuous.
	22, 24, 26, 28	improvement, commitments are long term.

Performance Measures

Performance measures data were collected using items from the PMI developed by the General Accounting Office (GAO) (2000), (See Appendix B). Employees responded to scale Q-6 four-items and scale Q-7 seven-items on a 5-point Likert-type scale that measures the dimensions of performance using a scale ranging from "0 = to no extent" to "4 = to a very great extent" (see Appendix N). Q-6 four-item scale was used to measure the frequency to which all participants were involved in setting their work group's performance measures. Q-7 seven-item scale measured the extent that factors hindered the use of performance measures.

Demographics

Five demographic questions were asked of respondents pertaining to the number of years they were employed at the WRJ VAM & ROC, their work group, gender, organizational levels, and their level of education. Space for the employees' comments and/or feedback was provided at the end of the questionnaire.

Pretest and Focus Group

A pretest of the questionnaire design and a follow-up focus group was conducted by randomly selecting twenty employees from WRJ VAM & ROC, and one union appointed employee. A systematic sampling technique was used to make the sample selection for the pretest and follow-up focus group meeting (Babbie, 1992). The alphabetized listing of all full and part-time employees, and a random numbers chart (Babbie) was used to select a random starting point in the employee list. The sample pretest and focus group were selected by progressing through the random numbers until twenty employee candidates were selected. Subjects that were randomly selected a second time were skipped and another selection was made. If the random number was outside the range of the employee list, the next number from the random number chart was used in making the employee selection (Babbie).

A memo asking for voluntary participation in the pretest was sent by the Director (see Appendix E) of the facility to each of the selected pretest and focus group candidates. If the candidate agreed to participate, a survey packet (with a cover letter, questionnaire, and self-addressed envelope) was distributed to the employee. Each participant of the pretest was given two weeks to complete the questionnaire. After the questionnaire was completed, the participants were invited to give feedback on the

questionnaire in a focus group meeting held at the WRJ VAM & ROC facility. The focus group was conducted using a retrospective technique, (Dillman, 2000) where a follow-up discussion took place shortly after completion of the survey. Based on participants' feedback, the questionnaire design was modified. This technique allowed the researcher to identify where there were information gaps or inconsistencies in the wording of questions, to measure the approximate length of time needed to complete the survey, the overall quality of the survey instrument, and the ease to which it was completed (Dillman).

Data Collection

Survey Packets

Approximately two weeks before the survey packets were mailed to the participants, a letter from the White River Junction VA Medical Center and Regional Office Director (see Appendix F) was sent to all employees. The letter was an introduction to the upcoming survey to encourage their voluntary participation in the study. The WRJ VAM & ROC facility is union organization. The President of AFGE Local 2604 was consulted as the study was being developed (see Appendix G). Approximately two weeks before the survey was mailed, a news release by the AFGE Local 2604 President (see Appendix H) went into a newsletter at WRJ VAM & ROC encouraging employees to voluntarily participate in the survey. A survey packet was distributed to each of the employees at WRJ VAM & ROC through its internal mailing system. Included in the survey packet was a cover letter, the questionnaire, and a self-addressed return envelope, marked **CONFIDENTIAL**. The questionnaires were returned through WRJ VAM & ROC's internal mail system (Babbie, 1992).

All subjects were informed through a cover letter (see Appendix I) enclosed with the questionnaire that their participation in this study was voluntary, and that their responses would remain confidential and that their responses were designed for research purposes only (University Committee on Research Involving Human Subjects, 2003). Approval for this project was obtained through the Michigan State University internal review board, the University Committee on Research Involving Human Subjects, before the survey packet was mailed to participants.

Distribution and Return

The distribution and return of the survey packets was accomplished through the use of the internal mailroom at WRJ VAM & ROC. Participants' names and addresses, obtained from the current employee listing supplied by WRJ VAM & ROC Human Resources Department were used for addressing the survey packets. The survey packet included a pre-addressed return envelope. Respondents had only to put their completed questionnaire in the pre-addressed return envelope marked **CONFIDENTIAL**, seal it in the envelope, and drop it in WRJ VAM & ROC's internal mail system when completed (Babbie, 1992). The completed questionnaires were then returned to the researcher in the sealed pre-addressed envelope marked **CONFIDENTIAL**.

In the mailroom, was a container designated for holding the returned questionnaires until the researcher picked them up. The container was marked with a sample of the pre-addressed envelope, and the mailroom staff was informed of the procedure. For the first six weeks after the initial mailing, the researcher, on a weekly basis, picked-up the returned questionnaires from WRJ VAM & ROC's mailroom. Six weeks after the initial mailing of the survey packet, the researcher closed the internal

mailing process by picking up returned questionnaires collected at the WRJ VAM & ROC mailroom and leaving a forwarding address where the mailroom staff could send the sealed pre-addressed envelopes received after the closed collection date. At the end of the seventh week, after the initial survey packets were mailed the data collection ended. During the open collection process twenty four completed questionnaire were returned to the researcher through the U.S. Postal Service

Identification Numbers

Following survey techniques suggested by Dillman (1978) all survey questionnaire booklets were marked with a four-digit identification number on the front cover of the booklet which corresponded to an individual participant. For tracking and follow-up purposes, this number directly corresponded to the number marked next to the participant's name on the researcher's master mailing list. The purpose of the coding was solely to allow for follow-up mailings of the survey packet to non-respondents.

Follow-up

Two-weeks after the survey packet was originally mailed, a postcard reminder (see Appendix J) was sent through VAM & ROC's internal mail system to all employees on the mailing list. The postcard served as a thank you to participants in the survey who returned a completed questionnaire, and secondly as a friendly reminder to complete the questionnaire for those that have not yet returned their questionnaire (Dillman, 1978; Rea & Parker, 1997). Four weeks after the original mailing of the survey packet, a second survey packet was sent to non-respondents of the original questionnaire to replace the first survey packet that may have been misplaced or discarded (Rea & Parker). The follow-up survey packet contained the same information as the original survey packet: a

cover letter (see Appendix K), questionnaire, and pre-addressed envelop marked

CONFIDENTIAL.

Seven weeks after the initial mailing and before the close of the survey process a telephone call was made to a random sample of non-responsive subjects. A random selection of 50 non-respondent subjects make up the telephone survey sample to compare for non-response bias. The participants in the telephone survey were asked to respond to seven questions selected from the questionnaire (see Appendix L). The questions asked of participants in the telephone survey were used to measure the differences between questionnaire respondents and the telephone survey respondents on the variables of external environment, performance measures, and strategy. Two demographic questions were asked to examine the difference in the respondents' profile. Seven weeks after the original survey packet mailing the researcher closed the survey process.

Data Analysis

A 162-item questionnaire was developed to gather data on the external environment, mission and strategy, leadership, organizational culture, performance variables, and employees' demographic profiles. The Statistical Package for the Social Sciences (SPSS-12.2) for Windows was used to analyze the data. Descriptive statistics were used to characterize the data on the dimensions of: external environment, mission and strategy, leadership, organizational culture, performance, and the demographic profile as it pertains to WRJ VAM & ROC participating employees.

A significance level of .05 is used to establish the differences between the variables for the significance tests. The results of the hypothesized relationships are

displayed in tabular format in Chapter IV. The data gathered through the questionnaire were analyzed and reported as aggregate scores to protect individual identities.

Chapter Four

Data Analysis

This chapter presents the results of the statistical procedures used to determine the relationships between the external environment, mission and strategy, leadership, organizational culture and performance in the Department of Veterans Affairs, White River Junction Medical and Regional Office Center. The data were collected using three research instruments that were combined into the one instrument used in this study. The instrument was analyzed to determine (a) the significant relationships between the external environment, mission and strategy, leadership, organizational culture and performance measures created in this study and differences between the perceptions of supervisors/managers and subordinate groups, (b) the other significant relationships between demographic variables, external environment, mission and strategy, leadership, organizational culture, and performance that aid in understanding organizations, and (c) the research hypotheses were supported by significant relationships and differences between the supervisor/managers and subordinate groups.

The data analysis is organized into four main sections: demographic characteristics, descriptive statistics, instrument's reliability, and hypotheses' test results. The data were analyzed using the Statistical Package for Social Science revision 12.2 software. See Appendix M, for participants' comments.

Demographic Characteristics

The five demographic questions relating to functional work group, gender, organizational level, education level, and years of employment all included the response option of "prefer not to respond". In addition, some participants chose to respond

selectively to the demographic questions or did not respond at all. The demographic characteristics and their frequencies are shown Table 5.

Six hundred thirty-five employees at the WRJ VAM & ROC facility were asked to participate in the study. Two hundred forty-eight employees (39% response rate) participated in the study and their responses to the demographic questions are presented in Table 5. In the functional work groups, the nursing and allied health/technical had the most responses (36.8%); the administrative staff response rate was (28.2%); providers (23.2%); and trades/crafts/facilities management services (11.8%). More females (60.9%) than males (39.1%) responded. The responses were primarily from non-management (80%) with (20%) of the responses from managers. The majority (69.4%) of the respondents had completed an Associate's degree or higher with an additional (21.2%) having completed some college or technical/trade school, and (8.6%) having completed high school or less. Regarding the number of years employed at the WRJ VAM & ROC, (24.9%) had less than 4 years, (19.7%) from 4 to 10 years, (32.6%) had 11 to 20 years, (18.5%) had from 21 to 30 years, and (4.3%) had 31 years or more of employment at the facility.

Table 5

Demographic Characteristics

Demographic			Valid	Cumulative
Variable	Frequency	Percent	Percent	Percent
Functional Work Group:				
Providers	51	20.6	23.2	23.2
Nursing & Allied				
Health/Technical	81	32.7	36.8	60.0
Administrative Staff	62	25.0	28.2	88.2
Trades/Crafts/Facilities				
Management Services (FMS)	26	10.5	11.8	100.0
Total	220	88.7	100.0	
Missing:				
Mistake	6	2.4		
Prefer Not To Respond	15	6.0		
System	7	2.8		
Total	28	11.3		
Total	248	100.0		

Table 5 (cont'd).

Demographic			Valid	Cumulative
Variable	Frequency	Percent	Percent	Percent
Gender:				
Female	143	57.7	60.9	60.9
Male	92	37.1	39.1	100.0
Total	235	94.8	100.0	
Missing:				
Prefer Not To Respond	12	4.8		
System	1	.4		
Total	13	5.2		
Total	248	100.0		
Organizational Level:				
Management	46	18.5	20.0	20.0
Non-management	184	74.2	80.0	100.0
Total	230	92.7	100.0	
Missing:				
Mistake	1	.4		
Prefer Not To Respond	11	4.4		
System	6	2.4		
Total	18	7.3		
Total	248	100.0		

Table 5 (cont'd).

Demographic			Valid	Cumulative
Variable	Frequency	Percent	Percent	Percent
Highest Level of Education Completed:				
Less than High School	1	.4	.5	.5
High School	20	8.1	9.0	9.5
Some College	37	14.9	16.7	26.1
Associate's Degree	28	11.3	12.6	38.7
Technical/Trade School	10	4.0	4.5	43.2
Bachelor's Degree	61	24.6	27.5	70.7
Master's Degree	37	14.9	16.7	87.4
Doctoral Degree	28	11.3	12.6	100.0
Total	222	89.5	100.0	
Missing:				
Mistake	9	3.6		
Prefer Not To Respond	13	5.2		
System	4	1.6		
Total	26	10.5		
Total	248	100.0		

Table 5 (cont'd).

Demographic			Valid	Cumulative
Variable	Frequency	Percent	Percent	Percent
Years Employed at WRJ VAM & ROC:				
Less than 4 Years	58	23.4	24.9	24.9
4 to 10 Years	46	18.5	19.7	44.6
11 to 20 Years	76	30.6	32.6	77.3
21 to 30 Years	43	17.3	18.5	95.7
31 Years and Over	10	4.0	4.3	100.0
Total	233	94.0	100.0	
Missing:				
Prefer Not To Respond	14	5.6	5.7	100.0
System	1	.4		
Total	15	6.0		
Total	248	100.0		

Descriptive Statistics

The number of respondents, minimum and maximum scores, mean values, and standard deviations for supervisors/managers self-reported transformational, transactional, and laissez-faire leadership style at the WRJ VAM & ROC are reported in Table 6. A 5-point Likert type scale, the MLQ (Form 5x-short), measured the frequency on a scale of 0 = "not at all" to 4 = "frequently, if not always" of the

supervisors/managers self-reported leadership style. The self-reported transformational leadership style means and standard deviations of the supervisors/managers are: Idealized influence (attributed) 3.12, idealized influence (behavior) 3.13, inspirational motivation 3.12, intellectual stimulation 3.20, individual consideration 3.36. The supervisors/managers perceive that they display transformational leadership styles fairly often.

The self-reported transactional leadership style means of supervisors/managers are: Contingent reward 3.11, management-by-exception (active) 1.36, management-by-exception (passive) 1.15 The supervisors/managers perceive that they display contingent reward fairly often, and that they utilize management-by-exception, active and passive, only once in a while.

The self-reported laissez-faire leadership style mean of supervisor/managers was .75. This leadership style is perceived by supervisors/managers as occurring once in a while.

Table 6

Supervisors/Managers Self-reported Perceived Mean Leadership Scores

Leadership Style	N	Min	Max	M	SD
Transformational:					
Idealized Influence (Attributed)	43	2.25	4.00	3.12	.45
Idealized Influence (Behavior)	45	1.25	4.00	3.13	.57
Inspirational Motivation	43	.75	4.00	3.12	.61
Intellectual Stimulation	42	1.00	4.00	3.20	.62
Individual Consideration	44	2.25	4.00	3.36	.47
Transactional:					
Contingent Reward	43	1.75	4.00	3.11	.54
Management-by-Exception (Active)	42	.00	2.75	1.36	.74
Management-by-Exception (Passive)	45	.00	2.50	1.15	.68
Laissez-faire Leadership	45	.00	1.75	.75	.56

Note. Cronbach's alpha = .204, n = 36.

Mean score values and standard deviations, as measured by the MLQ (5x-short), for supervisors as perceived by their immediate subordinates on transformational, transactional, and laissez-faire leadership style at WRJ VAM & ROC are shown in Table 7. The mean scores for transformational leadership are: Idealized influence (attributed) 2.51, idealized influence (behavior) 2.35, inspirational motivation 2.53, intellectual stimulation 2.31, individual consideration, 2.32. Transformational style leadership mean scores reported by subordinates, are lower than the supervisors/managers self-reported mean scores. The transformational leadership style of the supervisors/managers as perceived by their immediate subordinates occur sometimes. The findings suggest that the supervisors/managers perceive that they demonstrate transformational leadership more frequently than their subordinates reported.

Transactional mean scores and standard deviations for supervisors as perceived by their immediate subordinates are: Contingent reward 2.36, management-by-exception (active) 1.61, and management-by-exception (passive) 1.53. The transactional leadership style of supervisors/managers as perceived by their immediate subordinates occurs sometimes. The mean score reported by subordinates for contingent reward is lower, occurring sometimes, as opposed to the supervisors/managers' self-reporting of fairly often. The mean score on management-by-exception, active and passive, is higher occurring sometimes as reported by the immediate subordinates than the self-reported scores by the supervisors/managers once in a while.

Table 7

Supervisors/Managers Mean Leadership Scores as Perceived by Their Immediate Subordinates

Leadership Style	Perceptions About Immediate Supervisors				
	N	Min	Max	M	SD
Transformational					
Idealized Influence (Attributed)	215	.00	4.00	2.51	1.14
Idealized Influence (Behavior)	203	.00	4.00	2.35	1.05
Inspirational Motivation	219	.00	4.00	2.53	1.06
Intellectual Stimulation	204	.00	4.00	2.31	1.11
Individual Consideration	216	.00	4.00	2.32	1.08
Transactional					
Contingent Reward	212	.00	4.00	2.36	1.06
Management-by-Exception (Active)	188	.00	4.00	1.61	.90
Management-by-Exception (Passive)	216	.00	4.00	1.53	.98
Laissez-faire Leadership	230	.00	4.00	1.07	.96

Note. Cronbach's alpha = .710, n = 150.

The mean scores on the Organizational Description Questionnaire (ODQ), measured on a transactional and transformational culture scale from +14 to -14 which are converted into an organizational culture typology, are presented in Table 8 and Table 9. The transformational mean score is 6.08, and transactional mean score is .27 for employees (see Table 8). The mean values as self-reported by the supervisors/managers

and by their subordinates are in Table 9, and shows two distinct mean values. The self-reported mean score on the transformational culture scale for supervisors/managers of 8.55 is higher than the mean score of 5.51 as reported by their subordinates on the ODQ with + 14 as the highest transformational score and -14 as the lowest transformational score.

The mean scores on the ODQ transactional scale is -.84 as reported by supervisors/managers and .50 as reported by their subordinates. The organizational culture typology is perceived to be more transactional by the subordinates as compared to the mean score perceived by their supervisors/managers. The self-reported mean for supervisors/managers on the ODQ is less transactional on a scale of +14 the highest transactional score and -14 as the lowest transactional score.

Table 8

Organizational Culture Typology Mean Scores as Perceived by Employees

Organizational Typology	N	Min	Max	M	SD
Transformational	248	-12.00	13.00	6.08	7.48
Transactional	247	-14.00	14.00	.27	4.83

Table 9

Organizational Culture Typology Mean Scores as Perceived by Supervisors/Managers and Their Subordinates

Organizational Typology	Supervisors/managers'				Subordinates			
	Min	Max	M	SD	Min	Max	M	SD
Transformational	-13.00	14.00	8.55 ^a	6.45	-14.00	14.00	5.51 ^b	7.70
Transactional	-10.00	13.00	-.84 ^a	5.38	-12.00	10.00	.50 ^c	4.70

^an = 49. ^bn = 177. ^cn = 176.

Instrument Reliabilities

The responses to the Multifactor Leadership Questionnaire Form 5x-Short (MLQ (5x-short)), and the Survey on Performance and Management Issues (PMI) were examined for internal consistency using Cronbach's coefficient alphas. Cronbach's alpha as a test of reliability measures the degree to which all items of a scale are measuring the same construct (Cronk, 2002). Cronbach's alpha can have a value from 1.00 to 0.00. A Cronbach's alpha of 1.00 is a "value that represents a highly reliable measure. An alpha value between 0.6 to 0.8 can be considered very reliable" (Mitra & Lankford, 1999, p. 273). The alpha scores for each scale on the MLQ (5x-short) and the PMI that are used in this study are presented in Tables 6 - 15.

Cronbach's alphas for the scales of PMI ranged from $\alpha = .505$ for Q11 to .942 for Q10. The reliability for Q11 at $\alpha = .505$ would increase to $\alpha = .763$ if the first item was removed from the scale.

A Pearson correlation coefficient is used to identify the direction of relationships and the strength of the relationships between scale items on the instrument (Mitra &

Lankford, 1999). A Pearson r can vary between +1 to -1, where a positive value indicates a positive relationship, a negative value indicates a negative relationship, and a rho value of 0 indicates no relationship (Mitra & Lankford). Conclusions about the relationships are based on conventions for social science. Mitra and Lanford state:

A rho value under 0.2 is considered to represent a weak or nonexistent relationship. Values between 0.2 and 0.4 indicate a moderate relationship, those between 0.4 and 0.6 indicate a strong relationship, and values over 0.6 indicate the existence of a very strong relationship. (p. 270)

The Pearson r 's are for the items are shown in Tables 16 - 22 and Tables 24 - 36.

Table 10

Supervisors/Managers Perceived Mean Scores on Mission and Strategy Scale Q5

Item	N	Min	Max	M	SD
1	47	0	4	2.62	1.21
2	48	1	4	3.10	.88
3	45	0	4	2.73	1.11
4	48	1	4	2.56	.99
5	48	1	4	3.17	.89
6	46	1	4	2.39	.98
7	46	0	4	2.13	1.22

Note. Cronbach's alpha = .894. n=42.

Table 11

Employees Perceived Mean Scores on Performance Measures Scale Q6

Item	N	Min	Max	M	SD
1	243	0	4	2.31	1.20
2	242	0	4	2.39	1.26
3	241	0	4	2.42	1.22
4	238	0	4	2.29	1.28

Note. Cronbach's alpha = .919. n=236.

Table 12

Employees Perceived Mean Scores Use of Performance Information Scale Q7

Item	N	Min	Max	M	SD
1	228	0	4	1.74	1.22
2	228	0	4	1.81	1.25
3	231	0	4	2.13	1.42
4	220	0	4	1.64	1.27
5	222	0	4	1.15	1.23
6	211	0	4	1.21	1.21
7	210	0	4	1.55	1.46

Note. Cronbach's alpha = .844. n=199.

Table 13

Employees Perceived Mean Scores on Strategic Goals Scale Q8

Item	N	Min	Max	M	SD
1	225	0	4	2.60	1.07
2	220	0	4	2.36	1.16
3	224	0	4	2.50	1.10
4	217	0	4	2.09	1.21
5	217	0	4	2.09	1.17
6	214	0	4	1.95	1.24
7	214	0	4	1.93	1.20
8	217	0	4	1.95	1.27

Note. Cronbach's alpha = .938, n=202.

Table 14

Employees Perceived Mean Scores on External Environment Scale Q10

Item	N	Min	Max	M	SD
1	218	0	4	2.08	1.30
2	216	0	4	2.00	1.25
3	219	0	4	2.06	1.17
4	213	0	4	1.69	1.16
5	211	0	4	1.89	1.27
6	213	0	4	1.96	1.29
7	209	0	4	1.53	1.21
8	210	0	4	1.64	1.25
9	216	0	4	1.85	1.29

Note. Cronbach's alpha = .948, n=197.

Table 15

Employees Perceived Mean Scores on Strategies for an External Environmental Change Scale Q11

Item	N	Min	Max	M	SD
1	227	0	4	1.66	1.20
2	221	0	4	1.94	1.24
3	211	0	4	1.49	1.08
4	216	0	4	1.59	1.13

Note. Cronbach's alpha = .505, n=207

Table 16

Pearson Reliability Correlation Coefficients Among Leadership Styles for Employees as Measured by the MLQ (5x-short)

	Idealized Influence (Attributed)	Idealized Influence (Behavior)	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Contingent Reward
Idealized Influence (Attributed)	--	.837*	.860*	.847*	.854*	.826*
N	215	192	204	194	202	200
Idealized Influence Behavior)	.837*	--	.853*	.841*	.800*	.806*
N	192	203	198	187	195	193
Inspirational Motivation	.860*	.853*	--	.822*	.789*	.807*
N	204	198	219	198	206	203
Intellectual Stimulation	.847*	.841*	.822*	--	.850*	.823*
N	194	187	198	204	195	192
Individualized Consideration	.854*	.800*	.789*	.850*	--	.813*
N	202	195	206	195	216	199
Contingent Reward	.826*	.806*	.807*	.823*	.813*	--
N	200	193	203	192	199	212

*p<.05, two-tailed.

Table 16 (cont'd).

	Contingent Reward	Management- By-Exception (Active)	Management- By-Exception (Passive)	Laissez- Faire Leadership
Contingent Reward	--	-.046	-.568*	-.646*
N	212	179	201	206
Management-By-Exception (Active)-	.046	--	.244*	.218*
N	179	188	183	185
Management-By-Exception (Passive)	-.568*	.244*	--	.746*
N	201	183	216	211
Laissez-Faire	-.646*	.218*	.746*	--
N	206	185	211	230

*p<.05, two-tailed.

Table 17

Pearson Reliability Correlation Coefficients Mission and Strategy Scale Q5

Measure and variable	1	2	3	4	5	6	7
Variable 1	--	.624*	.495*	.546*	.588*	.438*	.718*
N	47	47	45	47	47	45	45
Variable 2	.624*	--	.657*	.518*	.394*	.236	.500*
N	47	48	45	48	48	46	46
Variable 3	.495*	.657*	--	.487*	.466*	.495*	.480*
N	45	45	45	45	45	44	43
Variable 4	.546*	.518*	.487*	--	.429*	.443*	.609*
N	47	48	45	48	48	46	46
Variable 5	.588*	.394*	.466*	.429*	--	.537	.658*
N	47	48	45	48	48	46	46
Variable 6	.438*	.236	.495*	.443*	.537*	--	.743*
N	45	46	44	46	46	46	44
Variable 7	.718*	.500*	.480*	.609*	.658*	.743*	--
N	45	46	43	46	46	44	46

*p<.05, two-tailed.

Table 18

Pearson Reliability Correlation Coefficients Performance Measures Scale Q6

Measure and variable	1	2	3	4
Variable 1	--	.692*	.677*	.644*
N	243	240	240	236
Variable 2	.692*	--	.883*	.765*
N	240	242	241	238
Variable 3	.677*	.883*	--	.768*
N	240	241	241	237
Variable 4	.644*	.765*	.768*	--
N	236	238	237	238

*p<.05, two-tail.

1

Table 19

Pearson Reliability Correlation Coefficients Performance Information Scale Q7

Measure and variable	1	2	3	4	5	6	7
Variable 1	--	.748*	.425*	.366*	.369*	.420*	.344*
N	228	226	226	218	219	206	208
Variable 2	.748*	--	.422*	.371*	.311*	.396*	.344*
N	226	228	226	217	219	207	207
Variable 3	.425*	.422*	--	.476*	.396*	.358*	.427*
N	226	226	231	220	221	211	210
Variable 4	.336*	.371*	.476*	--	.582*	.548*	.526*
N	218	217	220	220	217	207	206
Variable 5	.369*	.311*	.396*	.582*	--	.616*	.448*
N	219	219	221	217	222	209	207
Variable 6	.420*	.396*	.358*	.548*	.616*	--	.420*
N	208	207	211	207	209	211	204
Variable 7	.344*	.344*	.427*	.526*	.448*	.420*	--
N	208	207	210	206	207	204	210

*p<.05, two-tail.

Table 20

Pearson Reliability Correlation Coefficients Strategic Goals Scale Q8

Measure and variable	1	2	3	4	5	6	7	8
Variable 1	--	.717*	.628*	.552*	.571*	.515*	.577*	.531*
N	225	219	223	215	215	212	211	214
Variable 2	.717*	--	.660*	.570*	.608*	.586*	.626*	.563*
N	219	220	218	211	212	211	208	210
Variable 3	.628*	.660*	--	.701*	.640*	.574*	.661*	.631*
N	223	218	224	215	215	213	212	214
Variable 4	.552*	.570*	.701*	--	.696*	.665*	.831*	.841*
N	215	211	215	217	214	211	212	212
Variable 5	.571*	.608*	.640*	.696*	--	.855*	.713*	.665*
N	215	212	215	214	217	212	210	211
Variable 6	.515*	.586*	.574*	.665*	.855*	--	.687*	.639*
N	212	211	213	211	212	214	209	210
Variable 7	.577*	.626*	.661*	.831*	.713*	.687*	--	.879*
N	211	212	212	212	210	209	214	214
Variable 8	.531*	.563*	.631*	.841*	.665*	.639*	.879*	--
N	214	210	214	212	211	210	214	228

Table 21

Pearson Reliability Correlation Coefficients External Environment Scale Q10

Measure and variable	1	2	3	4	5	6	7
Variable 1	--	.735*	.694*	.572*	.690*	.657*	.514*
N	218	214	215	210	208	209	206
Variable 2	.735*	--	.690*	.548*	.649*	.646*	.550*
N	214	216	213	209	208	208	206
Variable 3	.694*	.690*	--	.689*	.699*	.654*	.621*
N	215	213	219	213	210	210	209
Variable 4	.572*	.548*	.689*	--	.683*	.649*	.795*
N	210	209	213	213	208	208	208
Variable 5	.690*	.649*	.699*	.683*	--	.790*	.698*
N	208	208	210	208	211	209	204
Variable 6	.657*	.646*	.654*	.649*	.790*	--	.631*
N	209	208	210	208	209	213	204
Variable 7	.514*	.550*	.621*	.795*	.698*	.631*	--
N	206	206	209	208	204	204	209

*p<.05, two-tail.

Table 21 (cont'd).

Measure and variable	1	2	3	4	5	6	7
Variable 7	.514*	.550*	.621*	.795*	.698*	.631*	--
N	206	206	209	208	204	204	209
Variable 8	.553*	.529*	.613*	.763*	.651*	.635*	.850*
N	206	205	210	208	204	204	206
Variable 9	.592*	.593*	.683*	.745*	.642*	.597*	.733*
N	211	210	213	209	207	209	206

Table 21 (cont'd)

Measure and variable	7	8	9
Variable 7	--	.550*	.733*
N	209	206	206
Variable 8	.850*	--	.761*
N	206	210	210
Variable 9	.733*	.761*	--
N	206	210	216

*p<.05, two-tail.

Table 22

Pearson Reliability Correlation Coefficients External Environmental Change Scale Q11

Measure and variable	1	2	3	4
Variable 1	--	-.127	-.060	-.110
N	227	219	210	215
Variable 2	-.127	--	.457*	.468*
N	219	221	210	214
Variable 3	-.060	.457*	--	.632**
N	210	210	211	209
Variable 4	-.110	.468*	.632*	--
N	215	214	209	216

*p<.05, two-tail.

Table 23

Frequencies Setting Performance Measures Scale Q9

Measure and variable	Frequency	Percent	Valid Percent	Cumulative Percent
1				
Yes	79	31.9	35.1	35.1
No	146	58.9	64.9	100.0
Total	225	90.7	100.0	
Missing (System)	23	9.3		
Total	248	100.0		
2				
Yes	104	41.9	46.2	46.2
No	146	48.8	53.8	100.0
Total	225	90.7	100.0	
Missing (System)	23	9.3		
Total	248	100.0		
3				
Yes	86	34.7	38.2	38.2
No	139	56.0	61.8	100.0
Total	225	90.7	100.0	
Missing (System)	23	9.3		
Total	248	100.0		
4				
Yes	80	32.3	35.9	35.9
No	143	57.7	64.1	100.0
Total	223	89.9	100.0	
Missing (System)	25	10.1		
Total	248	100.0		

Hypotheses Test Results

The fifteen research hypotheses tested in this study are analyzed and their results are presented below. Pearson product moment correlation coefficients (Pearson r) are calculated to test the research hypotheses. Significance is tested at the .05 level.

Hypothesis 1: Among employees, a direct relationship exists between external environment and performance measures. The relationship was examined using a Pearson r . The correlation analysis resulted in a partial relationship between the performance measure scale (Q6 & Q7) and external environment scales (Q10 & Q11), see Table 24.

Table 24

Performance and External Environment Scales Pearson Correlation Coefficients H1

Measure and scale	Performance	Q6	Q7
External			
Environment			
Q10		.266*	-.048
Q11		.369*	-.026

* $p < .05$, one-tailed.

Research hypothesis 1 was not supported. No significant direct relationship was found between performance measure scale Q7, and external environment scales of Q10 and Q11.

Hypothesis 2: Among supervisors/managers, a direct relationship exists between external environment and their transformational leadership style. The relationship was examined using a Pearson r . The results of this correlation were significant for the transformational leadership styles of idealized influence (behavior), inspirational

motivation, intellectual stimulation and individualized consideration and external environment scale Q10, but not idealized influence (attributed). Idealized influence (behavior) and inspirational motivation were significantly correlated on the external environment scale of Q11, but idealized influence (attributed), intellectual stimulation, and individual consideration were not significantly correlated with Q11 (see Table 25).

Table 25

Supervisors/Managers Transformational Leadership Style and External Environment Scales Pearson Correlation Coefficients H2

Measure and scale	Idealized Influence	Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individual Consideration
	(Attributed)	(Behavior)			
External Environment					
Q10	.012	.468*	.371*	.429*	.277*
Q11	.044	.355*	.283*	.223	.038

*p<.05, one-tailed.

Research hypothesis 2 was not supported. No significant relationship was found between the supervisors/managers transformational leadership styles and external environment scale Q10 and Q11.

Hypothesis 3: Among supervisors/managers, a direct relationship exists between external environment and their transactional leadership style. The relationship was examined using a Pearson *r*. The results of this correlation were not significant for the transactional leadership style and external environment scale of Q10 and Q11, see Table 26.

Table 26

Supervisors/Managers Transactional Leadership Style and External Environment Scales Pearson Correlation Coefficients H3

Measure and scale	Contingent Reward	Management by-Exception (Active)	Management by-Exception (Passive)
External Environment			
Q10	.298*	-.194	.074
Q11	.097	-.018	.133

* $p < .05$, one-tailed.

Research hypothesis 3 was not supported. No significant relationship was found between the supervisors/managers transactional leadership style and external environment scale Q10 and Q11.

Hypothesis 4: Among supervisors/managers, an inverse relationship exists between the external environment and their laissez-faire leadership style. The result was examined using a Pearson r .

Research hypothesis 4 was not supported. A Pearson r was calculated for the relationships between supervisors/managers external environment and laissez-faire leadership. No significant relationships were found. External environment is not related to supervisors/managers laissez-faire leadership style.

Hypothesis 5: Among supervisors/managers, a direct relationship exists between leadership style and their subordinates' perception of their supervisors/managers leadership style. This relationship was examined using a Pearson r . The results of this correlation were not significant, see Table 27.

Table 27

*Supervisors/Managers Leadership Style and Subordinates Perceptions of Their Supervisors/Managers
Leadership Style Scales Pearson Correlation Coefficients H5*

Measure and scale	Supervisors/managers'				
	Idealized	Idealized			
	Influence (Attributed)	Influence (Behavior)	Inspirational Motivation	Intellectual Stimulation	Individual Consideration
Subordinates					
Idealized					
Influence					
(Attributed)	.065				
Idealized					
Influence					
(Behavior)		.549*			
Inspirational					
Motivation			.440*		
Intellectual					
Stimulation				.209	
Individual					
Consideration					.038

*p<.05, one-tailed.

Table 27 (cont'd).

	Supervisors/Managers			
	Contingent	Management by-Exception (Active)	Management by-Exception (Passive)	Laissez- faire Leadership
Measure and scale	Reward			
Subordinates				
Contingent				
Reward	.297*			
Management- by-Exception (Active)		.509*		
Management- by-Exception (Passive)			.529*	
Laissez- Faire				
Leadership				.388*

* $p < .05$, one-tailed.

Research hypothesis 5 was not supported. No significant relationship was found between leadership style of supervisors/managers and their subordinates' perceptions of their leadership style.

Hypothesis 6: Among supervisors/managers a direct relationship exists between their transformational leadership style and performance measures. The result was examined using a Pearson r . The results of the correlation were not significant see Table 28.

Table 28

Supervisors/Managers Perceived Transformational Leadership Style and Performance Scales Pearson Correlation Coefficients H6

Measure and scale	Idealized Influence (Attributed)	Idealized Influence (Behavior)	Inspirational Motivation	Intellectual Stimulation	Individual Consideration
Performance					
Q6	.451*	.564*	.560*	.454*	.280*
Q7	.218	.237	.151	-.025	-.092

*p<.05, one-tailed.

Research hypothesis 6 was not supported. No significant relationship was found between supervisors/managers transformational leadership style and performance measures scale Q7 and Q6.

Hypothesis 7: Among supervisors/managers a direct relationship exists between their transactional leadership style and performance measures. This relationship was examined using a Pearson r . The results of the correlation were not significant for all supervisors/managers transactional leadership style and performance measures scale Q6 and Q7, see Table 29.

Table 29

Supervisors/Managers Perceived Transactional Leadership Style and Performance Scales Pearson Correlation Coefficients H7

Correlation Coefficients			
		Management by-Exception (Active)	Management by-Exception (Passive)
Measure and scale	Contingent Reward		
Performance			
Q6	.379*	-.005	-.341*
Q7	.194	-.221	-.083

* $p < .05$, one-tailed.

Research hypothesis 7 was not supported. There is no significant relationship between the supervisors/managers' perceived transactional leadership style of management-by-exception and performance scale Q6. And, there is no difference between the transactional leadership style and performance Q7.

Hypothesis 8: Among supervisors/managers an inverse relationship exists between their laissez-faire leadership style, and performance measures. This relationship was examined using a Pearson r . The results of the correlation were significant and negatively correlated for all supervisors/managers' transactional leadership style and the performance scales Q6 and Q7, see Table 30.

Table 30

Supervisors/Managers Laissez-faire Leadership Style and Performance Scales Pearson Correlation Coefficients H8

Measure and scale	Laissez-faire Leadership
Performance	
Q6	-.318*
Q7	-.319*

* $p < .05$, one-tailed.

Research hypothesis 8 was supported. A significant inverse relationship was found between supervisors/managers laissez-faire leadership style and their performance measures.

Hypothesis 9: A direct relationship between employees mission and strategy, and performance measures. The relationship was examined using a Pearson r . The results of the correlation were significant between participants mission and strategy score scale Q8 and the performance scales Q6 and Q7, see Table 31.

Table 31

Employees Mission and Strategy and Performance Scales Pearson Correlation Coefficients H9

Measure and scale	Mission & Strategy Q8
Performance	
Q6	.392*
Q7	.238*

* $p < .05$, one-tailed.

Research hypothesis 9 was supported. A significant relationship was found between employees' mission and strategy score Q8 and their performance measures on scales Q6 and Q7.

Hypothesis 10: Among supervisors/managers, a direct relationship exists between their transformational leadership style and mission and strategy. This relationship was measured was examined using a Pearson r . The results of the correlation were not significant, see Table 32.

Table 32

Supervisors/Managers Perceived Transformational Leadership Style and Mission and Strategy Scales

Pearson Correlation Coefficients H10

Measure and scale	Idealized	Idealized	Inspirational	Intellectual	Individual
	Influence	Influence			
	(Attributed)	(Behavior)	Motivation	Stimulation	Consideration
Mission and Strategy					
Q5	.466*	.563*	.617*	.510*	.355*
Q8	.311*	.520*	.336*	.450*	.203

* $p < .05$, one-tailed.

Research hypothesis 10 was not supported. No significant relationship was found between the supervisors/managers transformational leadership style and mission and strategy scale Q5 and Q8.

Hypothesis 11: Among supervisors/managers a direct relationship exists between their transactional leadership style and mission and strategy. This relationship was examined using a Pearson r . The results of the correlation were not significant between supervisors/managers transactional leadership style and mission and strategy scale Q5 and Q8, see Table 33.

Table 33

*Supervisors/Managers Perceived Transformational Leadership Style and Mission and Strategy Scales**Pearson Correlation Coefficients H11*

Measure and scale	Contingent	Management by-Exception (Active)	Management by-Exception (Passive)
	Reward		
Mission and Strategy			
Q5	.499*	-.210	-.364*
Q8	.231	-.345*	-.119

*p<.05, one-tailed.

Research hypothesis 11 was not supported. No significant relationship was found between supervisors/managers transformational leadership style and mission and strategy scale Q5 and Q8.

Hypothesis 12: Among supervisors/managers, an inverse relationship exists between their laissez-faire leadership style, and mission and strategy. This relationship was examined using a Pearson r . The results of the correlation were inverse and significant between supervisors/managers laissez-faire leadership style and the mission and strategy scale Q5 and Q8, see Table 34.

Table 34

Supervisors/Managers Perceived Laissez-faire Leadership Style and Mission and Strategy Scales Pearson Correlation Coefficients H12

Measure and scale	Laissez-faire Leadership
Mission and Strategy	
Q5	-.322*
Q8	-.374*

*p<.05, one-tailed.

Research hypothesis 12 was supported. A significant inverse relationship was found between supervisors/managers laissez-faire leadership style, and the mission and strategy scale Q5 and Q8.

Hypothesis 13: A direct relationship exists between the transformational, transactional, and laissez-faire leadership style of supervisors/managers and their subordinates' perception of organizational culture typology. A Pearson r was calculated for the relationships between the leadership style of supervisors/managers' and subordinates' perception of organizational culture typology. No significant relationships were found. Supervisors/managers' leadership style is not related to subordinates' perception of organizational culture typology.

Research hypothesis 13 was not supported. No relationship was found between supervisors/managers leadership style and their subordinates' perception of organizational culture typology.

Hypothesis 14. One of the organizational culture typologies will be more predictive of performance than the other organizational culture typologies. This

relationship was examined using a Pearson r . The transformational culture typology was directly correlated with the performance scales Q 6 and Q7. The transactional organizational typology was inversely correlated with the performance scales Q6 and Q7, see Table 35.

Table 35

Predictability of Organizational Culture Typologies and Performance Scales Pearson Correlation Coefficients H14

	Transactional	Transformational
Measure and scale	Culture Typology	Culture Typology
Performance		
Q6	-.233*	.500*
Q7	-.213*	.514*

* $p < .05$, one-tailed.

Research hypothesis 14 was supported. A significant direct relationship was found between the transformational organizational typology and the performance scales Q6 and Q7.

Hypothesis 15. No difference exists among employees organizational culture typologies on external environment. This relationship was examined using a Pearson r . There is a difference between the organizational typologies and the external environment scale Q10 and Q11, see Table 36.

Table 36

Organizational Culture Typologies and External Environment Scales H15

	Transactional	Transformational
Measure and scale	Culture Typology	Culture Typology
External Environment		
Q10	-.203*	.262*
Q11	-.069	.176*

* $p < .05$, two-tailed.

Research hypothesis 15 was not supported. A difference was found between employees transactional and transformational culture typology and external environment scale Q10 and Q 11.

Additional Analysis

Additional analysis was conducted to examine for significant relationships in areas of interest that were not included in the hypotheses testing. The areas of interest that were examined involved relationships between: participant's demographics; female & male; management & non-management, and the transformational and transactional leadership styles, organizational culture typologies, external environment, mission and strategy, and performance scales.

An independent-samples t-test was calculated comparing the mean transactional organization culture typology score of participants, who identified themselves as female, to the mean transactional organization culture typology score of participants, who identified themselves as male. No significant difference was found ($t(233) = -1.052$,

$p > .05$. The mean of females ($m = -.13$, $sd = 4.65$) was not significantly different from the mean of males ($m = .55$, $sd = 5.12$).

An independent-samples t-test was calculated comparing the mean transformational organization culture typology score of participants, who identified themselves as female, to the mean transformational organization culture typology score of participants, who identified themselves as male, found a significant difference between the means of the two groups ($t(233) = 3.149$, $p < .05$). The mean of the females was significantly higher ($m = 7.50$, $sd = 6.81$) than the mean of the males ($m = 4.45$, $sd = 7.88$).

An independent-samples t-test was calculated comparing the mean transactional organization culture typology score of participants, who identified themselves as management, to the mean transactional organization culture typology score of participants, who identified themselves as non-management, found a significant difference between the means of the two groups ($t(227) = -2.673$, $p < .05$). The mean of the management was significantly lower ($m = -1.48$, $sd = 4.88$) than the mean of the non-management ($m = .62$, $sd = 4.72$).

An independent-samples t-test was calculated comparing the mean transformational organization culture typology score of participants, who identified themselves as management, to the mean transformational organization culture typology score of participants, who identified themselves as non-management, found a significant difference between the means of the two groups ($t(288) = 2.737$, $p < .05$). The mean of the management was significantly higher ($m = 8.94$, $sd = 6.70$) than the mean of the non-management ($m = 5.69$, $sd = 7.32$).

An independent-samples t-test was calculated comparing the mean external environment scale Q10 score of participants, who identified themselves as management to the mean external environment scale Q10 score of participants, who identified themselves as non-management, found a significant difference between the means of the two groups ($t(208) = 3.282, p < .05$). The mean of the management was significantly higher ($m = 19.80, sd = 8.32$) than the mean of the non-management ($m = 14.88, sd = 9.18$).

An independent-samples t-test was calculated comparing the mean external environment scale Q11 score of participants, who identified themselves as management to the mean external environment scale Q11 score of participants, who identified themselves as non-management. No significant difference was found ($t(207) = 1.871, p > .05$). The mean of management ($m = 5.57, sd = 2.65$) was not significantly different from the mean of non-management ($m = 4.67, sd = 2.89$).

An independent-samples t-test was calculated comparing the mean transactional leadership style score of participants, who identified themselves as management, to the mean score of participants who identified themselves as non-management. No significant difference was found $p > .05$. The mean of management was not significantly different from the mean of non-management.

An independent-samples t-test was calculated comparing the mean transformational leadership style score of participants, who identified themselves as management, to the mean score of participants who identified themselves as non-management. The mean of the management was significantly higher ($p < .05$) on all transformational leadership styles than the mean of the non-management.

An independent-samples t-test was calculated comparing the mean laissez-faire leadership style score of participants who identified themselves as management to the mean score of participants who identified themselves as non-management. No significant difference was found ($t(213) = -1.312, p > .05$). The mean of management ($m = .89, sd = .92$) was not significantly different from the mean of non-management ($m = 1.10, sd = .97$).

An independent-samples t-test was calculated comparing the mean mission and strategy scale Q8 score of participants, who identified themselves as management, to the mean mission and strategy Q8 score of participants who identified themselves as non-management, found a significant difference between the means of the two groups ($t(210) = 3.215, p < .05$). The mean of the management was significantly higher ($m = 20.18, sd = 7.64$) than the mean of the non-management ($m = 15.92, sd = 7.88$).

An independent-samples t-test was calculated comparing the mean performance scale Q6 score of participants, who identified themselves as management, to the mean performance scale Q6 score of participants, who identified themselves as non-management, found a significant difference between the means of the two groups ($t(225) = 2.013, p < .05$). The mean of the management was significantly higher ($m = 10.61, sd = 4.96$) than the mean of the non-management ($m = 9.12, sd = 4.34$).

An independent-samples t-test was calculated comparing the mean performance scale Q7 score of participants, who identified themselves as management, to the mean performance Q7 score of participants who identified themselves as non-management. No significant difference was found ($t(185) = -1.334, p > .05$). The mean of management ($m =$

15.50, sd = 6.12) was not significantly different from the mean of non-management (m=17.09, sd = 6.68).

A discussion and conclusions and recommendations based on the results in this chapter, and recommendations for future research, are presented in Chapter Five.

Chapter Five

Conclusions and Recommendations

All hypotheses were tested to examine the relationships between the variables: external environment, mission and strategy, leadership, organizational culture, and performance. Of the fifteen hypotheses tested, four were supported and eleven were not supported. The hypotheses that were supported confirmed portions of the transformational model posited by Burke and Litwin (1992), and were consistent with the literature. Of the eleven hypotheses that were not supported, eight were partially supported. The fifteen hypotheses were tested using a Pearson correlation coefficient with a significance level at $p < .05$. Based upon the findings, and within its limitations, this study has added an empirical perspective to the body of knowledge on the relationships between the variables external environment, mission and strategy, leadership, organizational culture, and performance.

Supported Hypotheses

The results of the study allow the researcher to conclude that a significant inverse relationship exists between supervisors/managers perceived laissez-faire leadership style, performance measures, and mission and strategy. This is an expected result because laissez-faire leaders, as defined, are not goal directed. It would not be in the laissez-faire leader's character to be concerned with performance measures or the organization's mission and strategy. In relationship to Burke and Litwin's (1992) transformational model laissez-faire leaders would not play an active role in the change process.

The results of the study allow the researcher to conclude that a significant direct relationship exists between employee's mission and strategy and performance measures.

This suggests that performance measures are a powerful tool that keeps the organization's goals as a priority for employees throughout all levels of the organization. The more involved employees are in the development of performance measures, the stronger the correlation between the performance measures and the mission and strategy. This correlation suggests that the WRJ VA has successfully incorporated an awareness of the mission and the strategies employed to achieve their objectives.

The employees indicated that they were informed and involved in the development of performance measures. This awareness has increased employee's knowledge of the organization's mission and strategy, and performance measures. The awareness of the mission and strategy and performance by the employees keeps the organization on track in its effort to transform. The performance measures are a tool for management to assess where they are in the transformation process. By knowing where they are in the transformation process managers at WRJ VA can implement changes in operation to achieve their stated objectives as defined by their mission and strategy. This finding supports the linkage between mission and strategy and performance as posited in Burke and Litwin's (1992) transformational model.

The results of the study allow the researcher to conclude that the transformational culture typology is significant and more predictive of performance measures than a transactional culture typology. This gives support for Burke and Litwin (1992) transformational model demonstrating that while the organization is changing and transforming, a link between organizational culture and performance exists.

Partially Supported Hypotheses

Eight hypotheses were not accepted due to certain components of the variables involved, however there were components of the variables that were significantly correlated. Furthermore, because analysis was conducted in this study, some additional findings of interest, beyond what was hypothesized, were teased out of the data. For the purposes of this study, the researcher wanted to minimize the probability of making a type I error, so a standard level of significance of .05 was chosen.

Transformational and transactional leadership styles were found to exist at the WRJ VA facility at the time this study was conducted. Partially supported in the hypothesis tests, transformational leadership style is significant and positively correlated with the external environment, mission and strategy, and performance measures. This shows, as in Burke and Litwin's (1992) transformational model, that leadership (transformational) is serving as a linking variable between external environment, mission and strategy, and performance. It appears that through these linkages the transformational leader is cognizant of what is occurring in the organization's external environment, and has the decision-making authority to develop the organization's mission and strategy goals, and performance measures based upon knowledge of the external environment.

Another partially supported significant relationship exists between transactional leadership style and external environment. In this study, it appears to the researcher that the transactional leaders at the WRJ VA are focused on the external environment in conducting the day-to-day operations of the organization such as setting priorities, allocating resources and coordinating efforts with internal and external service lines.

A significant positive relationship exists between external environment, organizational culture, and performance, which are partially supported by the data. It appears to the researcher that a transformational organizational culture is providing a link between the external environment and performance measures. The link between performance measures and external environment provides a feedback loop between the two variables. In Burke and Litwin's (1992) transformational model the link between external environment, organizational culture, and performance is shown, but what isn't shown in the model is the direct link between external environment and performance. This suggests to the researcher that as the external environment changes the measures of performance must also change.

Overarching Conclusions

The results of this study suggest to the researcher that the WRJ VA facility has transformational variables that have caused a positive change in the organization's processes with regard to its external environment, mission and strategy, leadership, and performance. However, the data also suggests that forward movement in transforming the organization has slowed leaving the organization in a coasting mode (Bass & Avolio, 1992). The coasting could be caused by two factors, one is that the transformation process is in stasis, and the organization is remaining stable while getting use to the changes it has implemented before the organization moves forward with its strategic goals. Second, the WRJ VA might be set in its current state, or status quo, and the organization will have to call on its transformational leaders to move forward with additional changes.

The data also indicates that no correlation exist between leadership styles and organizational culture. Without a link between the transformational leadership and the organizational culture the WRJ VA may not be able to complete its transformation. The transformational leaders have put substantial efforts into the mechanics of the operation. However, without an equal transformation within the culture the efforts may not be sustainable. This finding is consistent with a study conducted by Lawrence (2000), and suggests that organizational culture may need to be measured at different organizational levels that separate personal motivations from perceived leadership influence.

It is important for the WRJ VA organization to determine its leadership mix and the location of the leadership styles within the organization. A mix of transactional and transformational leaders is necessary to fulfill both the transformational function as well as the transactional day-to-day operations. Knowing where the transformational, transactional, and laissez-faire leadership exists will help determine whether leadership roles are filled with the appropriate leadership style. For example, if it is found that laissez-faire leadership is located in key leadership positions the WRJ VA will have a harder time moving forward with its transformation. And similarly, if there aren't enough transactional leaders, day-to-day operations may be threatened. Finally, leaders that display both transformational and transactional characteristics move along a continuum from transformational to transactional (Bass, 1998). These leaders are able to change their leadership style in response to the needs of the organization.

The researcher finds that a positive correlation exists between a transformational organization culture, performance measures, and the external environment. As the WRJ VA continues transforming with employees going out of their way for the good of the

organization, looking for ways to improve operations, and are encouraged to consider future possibilities then performance measures will be successfully used to improve the operations at the facility.

Recommendations for Managers

Transformational leaders take up the charge in communicating with employees a compelling vision of the future. In linking the external environment, mission and strategy, and performance these transformational leaders discuss their most important values and beliefs, talk optimistically about the future of the organization, and what needs to be achieved. They demonstrate a strong sense of purpose by encouraging employees to develop their strengths and to face problems from a variety of perspectives. For these reasons it is important for organizations to have leaders with a transformational style in key positions within the organization as it embarks upon change.

Transactional leaders make it clear what employees can expect if goals are achieved and will provide employees with or withhold rewards based upon how well they meet expectations. Transactional leaders do demonstrate knowledge of the external environment and a competency for running day-to-day operations, but in an organization going through a transformation they demonstrate little guidance or support to subordinates on how to accomplish the transformation. They will better serve the organization in key leadership positions when it has accomplished its transformation.

Laissez-faire leaders aren't motivated to take action and have an absence of concern for their subordinates or their organization's needs. They avoid getting involved when faced with important issues or in making decisions, and are absent when needed or fail to respond to pressing questions. If laissez-faire leaders are in key leadership

positions they should receive training in how to become a transformational and/or transactional leader and/or be moved out of their key leadership positions.

Implications for Park, Recreation and Tourism

Although this study was conducted at a Veterans Affairs health care facility, to the extent possible, it is generalizable to other public agencies and programs. Agencies, such as, the National Park Service, the US Forest Service, Fish and Wildlife, Bureau of Land Management, various state agencies of Natural Resources, and municipal agencies. For effective and efficient operation of park, recreation and tourism organizations requires an awareness and understanding by management of the relationships between their external environment, mission and strategy, organizational culture, and performance measures.

For leaders and managers in park, recreation and tourism organizations the results of this survey provide additional insight on how elements in their organizations are related. For example leaders of a park, recreation, and tourism organization wishing to make changes in policy, program, and/or performance should consider using personnel who display the qualities of a transformational leader to take part in introducing and implementing the new changes. They should use the transformational leaders to lead changes because they have the skills necessary to communicate the need for change, and can encourage employees with a new vision of the future as they go forward implementing the changes.

Increasing the employees' involvement in defining and creating their own work group goals in the park, recreation and tourism organization may strengthen employee's investment and attachment to reaching common goals. This in turn may secure a

concerted effort as employee's work toward increasing the effectiveness and efficiency of their operations in achieving their mission.

The variables of external environment, mission and strategy, leadership, organizational culture and performance in Burke and Litwin's (1992) transformational model can be used as a starting point for developing courses to be offered at the college level. Because change is an integral part of our universe, universities and colleges providing instruction in the park, recreation and tourism fields should take a proactive stance toward change. This can be accomplished by developing and implementing curriculum at the graduate and undergraduate levels that explores ways to make park, recreation and tourism organizations more effective and efficient in their operation. It will also require an environment scanning process to be used by the college and/or university, offering the instruction, to keep the organization abreast of changes and trends in its external environment.

The results of this study would be useful in developing non-traditional education programs to serve the needs of professionals already working in the park, recreation and tourism field with an emphasis on organizational transformation, accountability, and managing for results. Training should be developed for a variety of management levels within the federal government for the National Park Service, US Forest Service, Fish & Wildlife, and Bureau of Land Management. Similar training and education programs focusing on transformation, performance, and accountability should also be developed for park, recreation and tourism organizations in state and local governmental agencies along with commercial recreation, and nonprofit leisure service delivery systems.

Recommendations for Future Research

The results of this study provide suggestions for future research. To date this is the first empirical study to examine the relationship between external environment, mission and strategy, leadership, organizational culture, and performance. A replication of this study should be considered for future research. Since a paucity of research on organizational transformation exists a more heterogeneous array of organizations need to be studied.

A longitudinal study of a large-scale change using quantitative and qualitative research techniques would give further insight into an organization's external environment, mission and strategy, leadership, organizational culture, and performance. A longitudinal study would also demonstrate how the variables change over time. Since this study took place in the middle of a transformation at the WRJ VA it is difficult to explain what changes in organizational variables have occurred since the transformation began. Since this study provides a snapshot in time it does not give a complete view of what has or what will happen at the WRJ VA as it continues to transform. For a better assessment in determining the success of the WRJ VA's transformational efforts, in regard to sustainability of the effort and the value of these variables in predicting outcomes, this study should be further refined and replicated. A comparison of the variables can then be made to determine if there are changes in the relationship amongst variables over time and if the organization is moving in the desired direction. Enough time should be provided between study cycle time to allow changes to take place. It is important to the sustainability of the current transformation efforts and future changes at the WRJ VA that the organizational culture be brought into closer alignment with a

transformational culture typology. In a longitudinal study it may also be helpful to provide leaders with training between studies through a series of in-house training programs. Training could be developed and offered to correct gaps identified between the variables in the transformational model.

The researcher found that while a significant positive relationship exists between the mission and strategy variable and the performance measures variable, the strength of the relationship was moderate in nature ($r = .392$ and $.238$). This leads the researcher to conclude that there is room for improvement in strengthening the relationship between mission and strategy and performance measures variables. Leaders and followers developing performance measures that ensure involvement by employees in the accomplishment of the mission and strategy may strengthen this relationship.

Future research should include a detailed examination of the relationship between the organizational culture and leadership. The organizational culture was not correlated to any of the three leadership styles in this study or mission and strategy. It may be that the organizational culture is independent of the leadership and mission and strategy of the organization and acts as an independent variable influenced only by the external environment. It would be of interest to see if the organizational culture is leading or lagging the organization in relationship to its external environment, mission and strategy and if there are some intervening variables between organizational culture and leadership.

It appears from this study that the organizational culture variable can operate independent of a dominant leadership style. This may be an indication that transformation occurs regardless of leadership style when sufficient performance measures are utilized over an extended period of time. The performance measures may

act as an educational instrument for employees and provide them with leadership by stating performance that is important to the organization. Additionally, employees who don't contribute to a transformational culture, continue to operate within the performance measure guidelines because they are self-motivated to do so. Having employees provide their own motivation is also an indication of laissez-faire leadership, which would be a contributing factor to the organization's coasting culture typology and an area of interest for future research.

For the purpose of this study the instrument used was constructed from three stand-alone instruments (the MLQ, ODQ, and PMI) that have been used in previous studies on a variety of organizations including hospitals. In developing the questionnaire the researcher removed some of the questions and instructions from the MLQ, ODQ, and PMI instruments and changed the order in which questions were asked when modifying the instruments. The resulting questionnaire used in this study was built by placing the ODQ first, followed by the MLQ leader and rater form, which had its subscales of extra effort, effectiveness, and satisfaction removed. Then, scale-items for questions adopted from the PMI were included in the questionnaire to measure external environment, mission and strategy, and performance. For future use of the instrument a consideration of the scale-items that could be removed from the questionnaire should be made based upon item-total analysis, Cronbach's alpha's, test-retest reliability, and criterion-related validity.

For the purpose of replicating this study the external environment scale Q11, see Appendix N item one should be removed from use. The Q11 scale item one had an item-total correlation less than .3, and was removed from data analysis (Cronk, 2002). With

item one removed the remaining items in scale Q11 had correlations greater than .3, so they were considered internally consistent (Cronk, 2002).

To gather data from non-respondents a telephone call was used as part of the study methodology to interview employees at the WRJ VA that had not responded to the questionnaire. In this situation using a telephone interview as a technique to gather responses from non-respondent employees working at the WRJ VA facility was not a useful technique. This technique was problematic because employees in critical care and patient focused operations were involved in the telephone interviews. Employees at the facility, especially nurses, work a variety of shift configurations. Even rotating the time of day the call was placed did not effectively guarantee employee availability. The employees that were contacted by telephone were reluctant or refused to answer the questions because their supervisor was within hearing range. Employees that worked in emergency rooms, intensive care units, radiology, and labs were not willing to take the time away from their patients to respond to the telephone survey. For future studies in the health care setting the researcher does not recommend a method of telephone follow-up calls to be placed to the employee's work telephone. For obtaining information from non-respondent employees in the health care setting it may be best to call them at home and not in the workplace.

For reasons of parsimony, the researcher analyzed only some of the relationships that exist at the WRJ VA. The researcher focused on a particular set of hypotheses, but there were other possible relationships to be explored from the data collected. A further examination through the use of cross-tabs and multivariate analysis should be conducted to glean additional information from the data. The value of this would be in determining

where in the organization the transformational, transactional, and laissez-faire leadership exists. For example, if it were found that laissez-faire leadership exists with supervisors/managers in the administrative staff work group at the WRJ VA. Then it would be reasonable to assume that the WRJ VA facility would have difficulty in transforming the organization any further towards being a results driven, patient focused facility. It would also be of interest to see what affect, the number of years employed at the WRJ VA, the functional work group, and/or gender may have on the transformational, transactional, and laissez-faire leadership styles. Decision-makers could then direct resources and training towards raising employees' leadership competencies in areas where it is most needed.

A study conducted by Lawrence (2000) found no evidence that a relationship existed between organizational culture typologies and leadership styles. Since the transformational model developed by Burke and Litwin forecast that a transformational leadership style be present for organizational change to occur, the researcher assumed that positive relationship between the transformational and transactional leadership styles and transformational and transactional organizational culture would exist at the WRJ VA. The WRJ VA organizational culture was found to be best described as a coasting typology, yet it is perceived as more transformational then transactional. This would suggest that there is a gap between the idealized definition of transformational leadership and what employees perceive occurs at the WRJ VA. Future research could focus on which of the leadership subscales are most beneficial in determining the organizational culture.

Although, not part of the analysis, an open ended comment section was provided for employees at the WRJ VA to enable them to discuss their issues. The frequency of comments by employees suggests that many employees see their supervisors/managers as a "boss" who sets performance measures with or without the employee's input. They also have "layers of administration" and "inflexible rules and regulations that restrict personal initiative." For transformation to continue, employees need more flexibility in exercising their judgment, and a greater presence of trusting relationships between supervisors/managers and employees. The researcher feels it would be enlightening to add a qualitative component investigating these comments further.

Change in organizations and society is a fact of life. Because of the demands placed on organizations by society to be more effective, efficient, and accountable in their operation organizations are trying to respond by changing. Leaders and cultures in dynamic organizations seeking to change need aid in their efforts and research based on strong theory in the process of change will help them become more efficacious.

APPENDICES

APPENDIX A

Letter of Commitment to Study by Director

VA Medical and Regional Office Center
215 North Main Street
White River Junction, VT 05009



July 8, 2003

In Reply Refer To: 405/00

Richard Paulsen, Ed.D.
Guidance Committee Chairperson
Michigan State University
131 Natural Resources Bldg.
E. Lansing, MI 48824-1222

Dear Dr. Paulsen:

The purpose of this letter is to confirm that the VA Medical and Regional Office Center (VAM&ROC), White River Junction (WRJ), Vermont commits to work with your student, Zachary Pratt, on his dissertation concerning the elements of transformation. The WRJ VAM&ROC commits to work with Zachary through to completion of his study.

Zachary's primary WRJ contacts will be Joanne Puckett, Quality Improvement Coordinator, and Vickie Grubb, Chief Human Resources. I will also make the staff of the Director's Office available to assist where necessary and appropriate. Our staff will actively work with Zachary in gathering documents, information, background, and giving him insight in negotiating within the VA system. We are also very interested in working with Zachary, you and the rest of his Advisory Committee to assure that his study, while meeting the requirements of his dissertation, may also add value to the Veterans Health Administration (VHA) and the WRJ VAM&ROC.

It is our understanding that Zachary's dissertation will be published and become public information at the end of the study period. Zachary has kindly agreed to give a presentation of his findings to management and staff upon completion. In support of his study, the WRJ VHA will help Zachary facilitate the distribution and receipt of the survey instruments and follow-ups.

We look forward to working with Zachary, you and his other dissertation advisors. If at any point in time you have any questions or concerns, please do not hesitate to contact me, Joanne or Vickie. My phone number is: 802-295-9363 ext. 5400 or I can be reached via email: Gary.DeGasta@med.va.gov. The e-mail addresses for Joanne and Vickie are: Joanne.Puckett@med.va.gov and Vickie.Grubb@med.va.gov respectively.

Sincerely,
/s/Gary M. De Gasta
Gary De Gasta
Director

APPENDIX B

Permission to use Survey on Performance and Management Issues

November 30, 2000

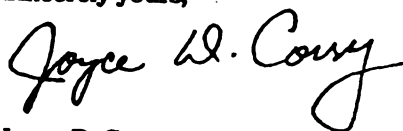
Mr. Zachary Pratt
29 Maple Ave., #2
Nahant, MA 01908.

Dear Mr. Pratt:

Enclosed please find two copies of the survey instrument that I faxed you earlier, in case the faxed version was unclear or had missing information.

Please feel free to use selected contents of the survey instrument in your study. As I mentioned, we would be very interested to see the results of your work.

Sincerely yours,

A handwritten signature in cursive script that reads "Joyce D. Corry". The signature is written in black ink and is positioned above the typed name.

Joyce D. Corry
Senior Analyst
Strategic Issues

Enclosure

APPENDIX C

Permission to use Multifactor Leadership Questionnaire

Date: January 8th, 2004

To whom it may concern,

This letter is to grant permission for Zachary Pratt

to use the following purchased copyright material;

Instrument: Multifactor Leadership Questionnaire

Author: Bernard M Bass, Bruce T Avolio

for her/his thesis research.

In addition, 5 sample items from the instrument may be reproduced for
inclusion in a proposal or thesis.

The entire measure may not at any time be included or reproduced in other published material.

Sincerely,


Vickie Jaimez
Director of Operations

APPENDIX D

Permission to use Organizational Description Questionnaire

Date: January 8th, 2004

To whom it may concern,

This letter is to grant permission for Zachary Pratt

to use the following purchased copyright material;

Instrument: Organizational Description Questionnaire

Author: Bernard M Bass

for her/his thesis research.

In addition, 5 sample items from the instrument may be reproduced for

inclusion in a proposal or thesis.

The entire measure may not at any time be included or reproduced in other published material.

Sincerely,


Vickie Jaimez
Director of Operations

APPENDIX E

Letter from Director to Pretest and Focus Group Participants

October 6, 2003

Director (00)

Survey Questionnaire

Focus Group Participant

1. The VA Medical & Regional Office Center, White River Junction, Vermont has agreed to participate in an all-employee survey which will focus on organizations and how they accomplish transformation.

2. Zachary Pratt, a doctoral candidate at Michigan State University in the College of Agriculture and Natural Resources is completing his dissertation research on the topic of organizational transformation of which the survey is a vital component. The results of Mr. Pratt's survey will be of benefit to the facility in that we will learn more about our organization and how to best serve our veterans.

3. You, and a small number of other employees, have been randomly selected to voluntarily participate in a focus group to help design the questionnaire to be used in the survey. Your participation in this group will entail taking the actual survey, keeping track of how long it takes you to complete the questionnaire, reviewing the questions for wording and clarification, and attendance at a meeting of the focus group with Mr. Pratt to discuss your comments and recommendations.

4. Your participation in this endeavor, while entirely voluntary, is a key part of the research. Please contact the Quality Management Office at extension 5434, no later than October 10, 2003, to inform them of your decision on whether or not to participate. If you are willing to participate, please complete the attached questionnaire no later than October 24, 2003 and notify the Quality Management Office, extension 5434 upon your completion of the survey. A meeting of the focus group will be scheduled once all participants have completed the surveys.

5. If you have any questions regarding the focus group, please contact the Quality Management Office at extension 5434.

Gary M. De Gasta

APPENDIX F

Letter of Introduction from Director to Survey Participants



DEPARTMENT OF VETERANS AFFAIRS
Medical and Regional Office Center
215 North Main Street
White River Junction, VT 05009
866-687-8387 (Toll Free in New England)
802-295-9363 (Commercial)

March 2004

In Reply Refer To: 405/004

Dear VHA Employee:

The VA Medical Center, White River Junction, Vermont has agreed to participate in an all-employee survey that will focus on organizations and how they accomplish transformation.

Zachary Pratt, a doctoral candidate at Michigan State University in the College of Agriculture and Natural Resources is completing his dissertation research on the topic of organizational transformation of which the survey is a vital component. The results of Mr. Pratt's survey will be of benefit to the facility in that we will learn more about our organization and how best to serve our veterans as well as your perceptions and opinions of our external environment, mission and strategy, leadership, organizational culture, and performance.

Your participation in this endeavor, while entirely voluntary, is a key part of the research. I encourage you to take the time necessary to complete and return the confidential survey that you will be receiving within the near future.

If you have any questions regarding the survey, please contact the Quality Management Office at extension 5434 or Zachary Pratt at (802) 748-5861.

Sincerely,

Gary M. De Gasta
Director

APPENDIX G

Letter to AFGF Local 2604 President

Zachary L. Pratt
PO Box 126
St. Johnsbury, VT 05819
802.748.5861

January 6, 2004

Thomas L. Mattingly
President
AFGE Local 2604
215 N. Main St., % VA Medical Center
White River JCT, VT 05009

Dear Mr. Mattingly:

The VA Medical & Regional Office Center (VAM&ROC), White River Junction, Vermont has agreed to participate in an all-employee survey which will focus on organizations and how they accomplish transformation. I am conducting this research as a doctoral candidate at Michigan State University in the College of Agriculture and Natural Resources. The results of the survey will provide additional insight into VAM&ROC's employee's perceptions and opinions of the external environment, mission & strategy, leadership, organizational culture, and performance.

A survey packet containing a cover letter (consent form), questionnaire, and self-addressed return envelope will be sent to all employees at VAM&ROC. I have attached a copy of the questionnaire and cover letter that will be used in this study. All questionnaires will be kept confidential for research use, and the individuals names will not be reported in the results of the study. Each questionnaire will have an identification number on the cover, which is placed there by me. That individual's identification number and the employee's answers on the questionnaire will not be disclosed to anyone at VAM&ROC. When the participants return of the questionnaire in a sealed self-addressed envelope marked CONFIDENTIAL to me, I will cut off the identification number and destroy it. The identification number is a way for me to track respondents, send a postcard thank you/reminder, and a follow-up survey packet to those that need one. Results from the survey will be combined and reported in the aggregate form. Participant's privacy will be protected to the maximum extent allowable by law.

If you have any questions about this study, please contact me at (802) 748-5861, or Peter Vasilenko, Ph.D., Chair of the University Committee on Research Involving Human Subjects (UCRIHS) by phone at (517) 432-4503.
Sincerely,

Zachary L. Pratt
Research Investigator

APPENDIX H

News Release to AFGF Local 2604 from President

March 2004

News Release -- Thomas L. Mattingly
 President
 AFGE Local 2604

UPCOMING ALL-EMPLOYEE SURVEY TO FOCUS
ON TRANSFORMATION PROCESS

The White River Junction VA Medical Center has agreed to take part in an all-employee survey. The focus of the survey is on organizations and how they transform. Zachary Pratt, a doctoral candidate at Michigan State University, completing his dissertation research on organizational transformation will be conducting the study. The survey questionnaire you will be receiving is designed to gather employee perceptions and opinions about our external environment, leadership, mission and strategy, organizational culture, and performance. The responses you provide on the survey questionnaire will be used to benefit our facility by giving us a greater understanding of our organization and ways that we can better server our veterans.

A survey packet from Mr. Pratt will be sent to you in the near future. Participation in the upcoming survey is voluntary, but I encourage all employees to complete and return this confidential survey questionnaire. If you have any questions regarding the survey, please contact Thomas L. Mattingly or Cheryl Stancil in the Union Office at extension 5169 or Zachary Pratt at (802) 748-5861.

APPENDIX I

Cover Letter Sent with Initial Mailing of Survey Packet

College of Agriculture and Natural Resources
Department of Park, Recreation and Tourism Resources
Michigan State University
(517) 353-5190

AN INVESTIGATION OF THE RELATIONSHIPS BETWEEN, EXTERNAL ENVIRONMENT,
MISSION AND STRATEGY, LEADERSHIP, ORGANIZATION CULTURE, AND PERFORMANCE

29 March 2004

Dear Participant:

Never before has there been so much discussion about healthcare providers and their ability to change. To continuously improve and transform organizations like the VHA, will require a better understanding of the underlying causes and effects that leadership, organizational culture, mission and strategy, and the external environment (forces beyond the organizations control) have on performance. The purpose of this study is to better understand the key elements affecting this organization's transformation. The research is sponsored by the White River Junction (WRJ) VA Medical and Regional Office Center's Quality Improvement Department and Michigan State University.

You, as an employee at the White River Junction VA Medical and Regional Office Center, are being asked to give your opinion on these matters. Please take the 20 minutes or so necessary to complete the questionnaire. Your participation in this study is voluntary. You may choose not to participate at all, or you may refuse to answer certain questions or may discontinue participation in this study at any time without penalty. You indicate your voluntary agreement to participate by completing and returning this questionnaire. This will allow your opinions to be heard on elements related to organizational change and performance at the WRJ VA Medical and Regional Office Center.

When you have completed the questionnaire, please insert the questionnaire in the self-addressed envelope provided marked CONFIDENTIAL, seal the envelope, and mail it back to me. All surveys will be kept confidential for research use, and individual names will not be used in this study. (The identification number on the survey will permit me to check with the non-respondents to see if they need a replacement survey or other information.) Scores and demographic information will be analyzed and reported as combined scores so that individual's cannot be identified. Your privacy will be protected to the maximum extent allowable by law.

If you have any questions about this study, please contact the investigator (Zachary L. Pratt, by regular mail: PO Box 126, St. Johnsbury, VT 05819, by phone: (802) 748-5861; or e-mail: prattzac@msu.edu). If you have questions or concerns regarding your rights as a study participant, or are dissatisfied at any time with any aspect of this study, you may contact -- anonymously, if you wish -- Peter Vasilenko, Ph.D., Chair of the University Committee on Research Involving Human Subjects (UCRIHS) by phone: (517) 355-2180, fax: (517) 432-4503, e-mail: ucrihs@msu.edu, or regular mail: 202 Olds Hall, East Lansing, MI 48824.

Please insert, seal and mail your completed questionnaire back to me in the self-addressed envelope marked CONFIDENTIAL, and feel free to call if you have any questions. Thank you for your assistance.

Sincerely,

Zachary L. Pratt
Research Investigator

APPENDIX J

Postcard Thank You/Reminder

April 2004

Last week a questionnaire seeking your opinion about organizational transformation at the WRJ VA Medical & Regional Office Center was mailed to you. As an employee of VAM & ROC you were chosen to participate in the survey.

If you have already completed and returned it to us please accept our sincere thanks. If not, please do so today. Because you are an employee at WRJ VAM & ROC it extremely important that yours also be included in the study if the results are to accurately represent the opinions of VAM & ROC employees.

If by some chance you did not receive the questionnaire, or it got misplaced, please call me right now, at (802) 748-5861 and I will get another one in the mail to you today.

Sincerely

Zachary L. Pratt
Research Investigator

APPENDIX K

Follow-up Mailing of Cover Letter

College of Agriculture and Natural Resources
Department of Park, Recreation and Tourism Resources
Michigan State University
(517) 353-5190

AN INVESTIGATION OF THE RELATIONSHIPS BETWEEN, EXTERNAL ENVIRONMENT,
MISSION AND STRATEGY, LEADERSHIP, ORGANIZATION CULTURE, AND PERFORMANCE

26 April 2004

Dear Participant:

About four weeks ago I sent you a questionnaire seeking your opinion on elements affecting transformation at the White River Junction VA Medical and Regional Office Center. As of today we have not yet received your completed questionnaire.

Although your response is completely voluntary, it is highly valued. We have undertaken this study because of the belief that employee opinions should be taken into account in understanding the elements affecting an organization's transformation. The research is sponsored by the White River Junction, VA Medical and Regional Office Center's Quality Improvement Department and Michigan State University.

You, as an employee at the White River Junction VA Medical and Regional Office Center, are being asked to give your opinion on these matters. Please take the 20 minutes or so necessary to complete the questionnaire. Your participation in this study is voluntary. You may choose not to participate at all, or you may refuse to answer certain questions or may discontinue participation in this study at any time without penalty. You indicate your voluntary agreement to participate by completing and returning this questionnaire. This will allow your opinions to be heard on elements related to organizational change and performance at the WRJ VA Medical and Regional Office Center.

When you have completed the questionnaire, please insert the questionnaire in the self-addressed envelope provided marked CONFIDENTIAL, seal the envelope, and mail it back to me. All surveys will be kept confidential for research use, and individual names will not be used in this study. (The identification number on the survey will permit me to check with the non-respondents to see if they need a replacement survey or other information.) Scores and demographic information will be analyzed and reported as combined scores so that individual's cannot be identified. Your privacy will be protected to the maximum extent allowable by law.

If you have any questions about this study, please contact the investigator (Zachary L. Pratt, by regular mail: PO Box 126, St. Johnsbury, VT 05819, by phone: (802) 748-5861; or e-mail: prattzac@msu.edu). If you have questions or concerns regarding your rights as a study participant, or are dissatisfied at any time with any aspect of this study, you may contact -- anonymously, if you wish -- Peter Vasilenko, Ph.D., Chair of the University Committee on Research Involving Human Subjects (UCRIHS) by phone: (517) 355-2180, fax: (517) 432-4503, e-mail: ucrihs@msu.edu, or regular mail: 202 Olds Hall, East Lansing, MI 48824.

Please insert, seal and mail your completed questionnaire back to me in the self-addressed envelope marked CONFIDENTIAL, and feel free to call if you have any questions. Thank you for your assistance.

Sincerely,

Zachary L. Pratt
Research Investigator

APPENDIX L

Telephone Script and Question Follow-up of Non-respondents

Name _____

Phone # _____ X _____

Michigan State University
WRJ VAM & ROC Survey
(May, 2004)

Hello. Is this _____ ?
(If NO. The number I was calling is _____
and it was for _____ do
you know their number? (If WRONG NUMBER,
TERMINATE WITH: Thank you for your help.)

(IF YES)

Good _AM/PM_! This is Zachary Pratt at Michigan State University
I am calling from my office in St. Johnsbury, VT. We are doing a
research study of the RELATIONSHIP BETWEEN THE
EXTERNAL ENVIRONMENT, MISSION AND STRATEGY,
LEADERSHIP, ORGANIZATIONAL CULTURE, AND
PERFORMANCE at the White River Junction, VA Medical
& Regional Office Center. The Primary Investigator of this
study is Dr. Richard Paulsen and he may be reached by
telephone at Michigan State University
by calling (517) 353-5190, ext 114.

Computer Code
ID #
Sex 1 Male 2 Female
Final Status 1 = IC 2 = PIC 3 = REF 4 = DISC 5 = WN 6 = NA

To continuously improve and transform organizations like the VHA,
will require a better understanding of the underlying causes and effects
that leadership, organizational culture, mission & strategy, and the
external environment (forces beyond the organizations control) have
on performance. The purpose of this study is to better understand the key
elements affecting this organization's transformation.

You, as an employee at the White River Junction VA Medical and Regional Office
Center, are being asked to give your opinion on these matters. Your name was drawn in a
random sample of employees at the White River Junction VA facility that did not respond
to the mailed questionnaire. Your responses to the questions will be kept
CONFIDENTIAL for research use, and individual names will not be used in this study.
Scores and demographic information will be analyzed and reported as combined scores
so that you cannot be identified. Your privacy will be protected to the maximum extent
allowable by law.

Your participation in this study is voluntary. You may choose not to participate at all, or
you can refuse to answer any question, or you can terminate your participation at any
time without penalty. You may contact Dr. Peter Vasilenko, Chair of the University
Committee on Research Involving Human Subjects by telephone at (517) 355-2180, if
you have any questions about your rights as a research participant.

The seven (7) questions I need to ask should take about 5 minutes. I want to add that I would be happy to answer any questions you might have about the study, either now or later. **You indicate your voluntary agreement to participate by beginning the phone interview.** Okay? (If yes, begin questioning if no, end call with a thank you have a good day)

Date	Time	Interviewer	Result	Code for Recalls

Abbreviations:

NA = No answer.

IC = Interview completed

NAW = Not at work

WR = Will return (when)

REF = Refused (when, why, at what point, M or F)

PIC = Partially completed

WN = Wrong number

DISC = Disconnect

(Questions to be asked in telephone follow up of non-respondents to mailed questionnaire at the White River Junction VAM & ROC.) (question code: To no extent (0); to a small extent(1); to a moderate extent(2); to a great extent(3); to a very great extent(4).) (If YES)

Okay, then let's begin the questioning. Please use the following rating scale: To no extent; to a small extent; to a moderate extent; to a great extent; and to a very great extent for your answer to the following four questions.

1. To what extent, if at all, do you agree with the following statement?

My work group has developed ways to deal with changes in our external environment.

To no extent (0); to a small extent(1); to a moderate extent(2); to a great extent(3); to a very great extent(4)

2. To what extent do you agree with the following statement as it relates to performance measures for the activities with which you are involved?

We have performance measures that inform us about the quality of the services we provide.

To no extent (0); to a small extent(1); to a moderate extent(2); to a great extent(3); to a very great extent(4)

3. For the activities in which you are involved, to what extent has the following factor hindered the use of performance information in measuring performance?

Difficulty of determining meaningful performance measures.

To no extent (0); to a small extent(1); to a moderate extent(2); to a great extent(3); to a very great extent(4)

4. For those activities in which you are involved, to what extent do you consider your work group strategic goals when participating in the following activity?

Refining work group performance measures.

To no extent (0); to a small extent(1); to a moderate extent(2); to a great extent(3); to a very great extent(4)

For the following question please respond with a yes or no.

5. During the past three years have you been directly involved in setting your work group's performance measures:

By assessing the quality of data used in measuring performance.

Yes

No

6. What is your functional work group?

1. Providers

2. Nursing and Allied Health/Technical

3. Administrative Staff

4. Trades/Crafts/Facilities Management Services (FMS)

7. What is your organizational level?

1. Management

2. Non-management

Thank you for taking part in this study. Do you have any questions?

(If YES, answer question(s) to best of my ability. Then terminate call.)

(If NO, then terminate call.)

Okay, good-bye. (disconnect)

APPENDIX M

Participants Comments

Comments from Questionnaires
White River Junction
VA Medical & Regional Office Center
Spring 2004

1. The facility is a dead end for career advancement / enhancement, giving a chosen few multiple opportunities for change and feedback. Many hard working employees efforts go completely unnoticed and unrewarded. Merit promotion is nil. Many supervisors do not follow work rules and expect line employees to accept this. Decent supervisors do not seem to be recognized by management and their skill are not given opportunity to be shared.
2. Performance measures placed on us by front office don't always seem useful or sensible.
3. There is a "huge" disconnect between the hospital and Research Service that even shines through in this survey. In a ten-page survey not one question was geared toward the mission of research toward the veteran.
4. I would like someone to look at how best to help the individual provider in the trenches get all the work done, all the data collected for the bean counters, all the pt care & education done in the time allotted for a pt unit. Help me! Please.
5. Regarding my Supervisor: Although it looks like I have rated her poorly, that is due to extenuating circumstances. Our team has two long time employees that do not get along & are really difficult to handle. Due to the environment of the Govt it makes it near impossible to discipline bad behavior. I also believe that my supervisor is way overextended with the services & amount of employees that she oversees. I really think that there should be a mid-level Supervisor to carry some of the workload. Also, we are overloaded with work, which makes it difficult to do a good thorough job & to enjoy what you are doing. I barely get to say "Hello" to my fellow employees on a day to day basis. Just filling this survey out has put me behind in my work!
6. Sorry, I misunderstood the question in Q10. We don't have visible strategic goals that I know of - in Police & Security Services.
7. Leadership is overall, more focused on "looking out" for themselves than for the people they lead. Pay & cost of living scales need to be re-evaluated for some services & locations.
8. Some questions are subjective. Its hard to assign #'s without an explanation of more concrete ideas.
9. Many of the questions are not applicable and left blank. I have recently changed jobs within the VA system and am unaware (by choice) of the political & admin environment.

10. I love my job & the supervisors/manager. I have a medical condition & they have been very supportive & encouraging. I have worked at other VAMC's and this is the best one I have been at.

11. The environment (work) is difficult when work group is a small out-pt clinic and very few employees have any history or commitment to "veterans" client and view the administration at WRJ as an enemy.

12. Some questions can be interpreted 2 ways-positive or negative. A few questions should simply be rephrased - just say what you mean -Q2 #4 - Do you mean focus to find fault with worker's performance or do you mean to identify problems and help the worker improve performance - one trait creates a mentor the other causes friction. Keep it simple and in plain language - too much room for misinterpretation and results will be contaminated.

13. VISN's growing bureaucracy and continued emphasis on service-line structure are wasting vital resources.

14. Main problem is not with our direct supervisor. Rather, the front office, which allows no input, and does not heed our advise. Pharmacy decisions are outside the local hospital and often seriously flawed. We have no input.

15. Most of these questions are irrelevant - I am not management, the only group I work with are other nurses on the same level providing care.

16. I have a great job & a great boss. The VA has not always been good to me but I never took it out on veterans. I have always & will continue to here 1st & foremost for the Vet. The dead beet managers we have will answer to God some day. I am a vet myself.

17. This particular VA does great things for their Veterans and will keep on improving.

18. I respond to the best of my ability.

19. Since I was sent a reminder card and this questionnaire has an ID number, I assume this is not an anonymous survey.

20. It was 8 pages too long - way too long. Questions too wordy, often confusing and often not applicable. Didn't feel questions would necessarily elicit what you seemed to be looking for! Every member of my staff complained about survey (20 people)! Too long, confusing, waste of their time. Performance measures are perceived as taking time away from patient care, they are tired of getting surveys (I agree we get too many) and no one sees any improvement in our day to day work as a result of filling them out. In short - people sitting in an office devising ways to measure what we do is annoying to clinical

staff as we are struggling to do clinical care with diminishing resources and every time we turn around another measure is being added. Lastly the overwhelming response to this was not another page (annoyance) - shorten it to max 2 pages.

21. The direct supervisor for our team has infrequent contact. She / He depends on the independent, professional work ethics of each member to successfully complete each days mission.

22. The questionnaire is mostly off the mark.

23. Interesting that the cover letter indicates participation is voluntary but a card was sent requesting that I complete the questionnaire - Patients were my priority as I was out 2 days & wanted to be current. Statements appear to be subjective & N/A to Psychiatry. Sometimes many ?'s were left blank as I've been at the VA for about 5 mos. only.

24. Much too long a questionnaire & irrelevant - please take my name off list.

25. There's very little "hierarchy" in Research. My responsibilities rarely involve interactive with the chief. I run a lab. 1-3 technicians and have little formal relationship to other labs. My "work group" is very small.

26. The government system in allocation of funds needs to be addressed @ the local VA's not VISN. Wage Grade Classification need updating, get out of the 1950's, we are 2004 (look @ the future). We need help (FTE's) working with less is insane and the facility and veterans loss. Dump Bush administration.

27. If you expect rank & file employees to complete this way too wordy, unclear. Needs to be simplified.

28. Senior management tends to ignore performance data and asset inequities in allocating resources (staff, facility).

29. Questions were a bit difficult to understand.

30. The VA generally has smoother transitions for change, due to planning and training ahead.

31. I have been here less than 4 months and I hope this s helpful.

32. Apparently you are not employed by the government, or you would realize how ridiculous these questions are.

33. Do not feel that any survey can show accurate results of my job or management!!

34. Pay good - benefits good; personal recognition not good; personal awards not good; being dedicated, self-efficient and attendance exceptional - no award/reward no advancement.
35. Performance seems to play no part in advancement. There is no efficient system to correct non-performance or poor performance on the job.
36. Why are we reinventing a billing system when there are so many systems that are out "more" that actually work!!!
37. Most of the time things are already decided by management - so most time is wasted.
38. The management from upper levels are rarely seen on my site. Careline & Director L5 or 5 in 6 years I have been here. Feels we are micro managed which is a huge waste of our time, very non-productive. Should get more support less resistance. We are all on the same team.
39. Why are management positions given to people who know nothing about their subordinate's job?
40. This is a waste of time because things do not change for the better here at the WRJ VA.
41. My supervisor is only concerned about those issues that have caught the attention of the Associate Director.
42. Some sections at WRJ VA make it very difficult to function as an affiliate of the Dartmouth Medical School and the training programs at DHMC. The clinical services interact very closely with trainees in the training program at DHMC. The IRM Section, due to their interpretation of HIPPA rules makes it difficult to communicate with trainees at DHMC who have VA clinics and who follow VA patients, even when they are assigned to DHMC.
- The Human Resources Section does not assist employees who are trying to upgrade their position. They continually put up roadblocks and make every effort to keep employees at the lowest grade possible.
43. Locked into position w/little chance of advancement. Many GS jobs are GS 4-5-6 or lower. Then you have the GS 11-12 and not much in-between. Will have to keep moving from Dept. to Dept. to advance when new jobs open up.
44. Survey was done reflecting conditions of the discipline that impacts my job in another department. The discipline leader has a long history of maintaining a hostile environment for workers devoid of help or resources.
45. The burden of ever increasing and inflexible rules & regulations restrict personal initiative & exercise of good judgment.

46. I think that management should recognize what the staff actually does here for them to receive the monetary awards they receive. Share the wealth. We like a buck or two in our pockets as well. I have not received an award from my Chief, I get awards from other depts. To include the Director. Why not my Chief?

47. I think you are missing the mark by a wide margin. As usual with this sort of thing, your "loaded" questions and statements have all the earmarks of having been prepared by people that have never spent time as frontline workers. I think this might have been a far more beneficial and useful survey had some actual workers been involved in it's development and the statements/responses solicited some real information. But of course, you probably don't want any real input as that would go against your pre-determined hypothesis/outcomes. I think I can speak for many, if not most of my colleagues when I say that we are getting very tired of so often being asked for our input when it is so constantly and consistently ignored. I don't believe you really want, or appreciate mine, or anyone else's contrary comments. I think you just want to be able to say you asked for and that I had my chance to give, my input. What it really comes down to is if I don't say what you want to hear, then you just discount it and focus on the input you received that you were looking for. When you do get a result that you like than there is a great ballyhoo and all kinds of publicity about it. I suppose can live with that, but I am real tired of having my intelligence repeatedly insulted in this manner.

48. Good luck.

49. Need more help in all depts.

50. The WRJ VA is a good place to work. The Vets are a good population of people. Difficult areas that affect our section/work group. 1) Minimal infrastructure - no secretary short staff; 2) space limitations; 3) difficulty getting needed technology upgrades; 4) lack of merit-based promotions / financial remuneration.

51. Disparate government hiring practices, regulations, and extensive union penetration will limit the performance of this organization compared to Tim Collins good to great companies. You are working at the margins for squeezing productivity out of providers paid lower than the private sector with private sector performance expectations. Good luck!

52. In my dept. my immediate supervisor has been contracted from DHMC. Good work/learning/ team effort is encouraged by that supervisor. Leadership culture at VA is hampered by rules, layers of administration and long periods of time for change to occur or for new resources to be allocated. This causes frustration and fosters poor morale. Also accounts for some seeming contradictions in answers.

53. As an employee of the VA I would like to see more recognition for positive performance and more resources for education toward trade. The organization is a

wonderful benefit for Veterans of War. Maybe to also allow some overtime compensation when needed for short staff service clinics (lines).

54. Honestly, the dept. I work in is understaffed & we do not have enough room to work in currently because of staffing & space. We are trying to make best w/resources we have. It's very frustrating to help vets (our mission) when basics can't be met!

55. If this is a confidential survey, how do you know my name?

56. You must understand that I have no respect whatsoever for the performance measures as they exist at VA.

57. Questions were tricky & answers had to be changed. Overall this (VA) is a great place to work. Administration is visible & they view my work for VA as valuable. I work hard to exemplify mission, vision and VA values.

58. The VA has done a great job in regionalizing facilities into VISN's and using the VISN structure to keep down costs, standardize equipment and procedures and provide better quality care to the veteran.

59. I am much too busy to fill this out & am amazed that if this is so confidential how do you know who answers them and who does not. Pls do not send any more.

60. My apologies for this belated response. Please understand, I have been at this VA but a short time. Information in my department is limited to a as needed basis. I am not part of the management staff therefore my knowledge of the actual workings and reasons, as well as any input I may have is very limited.

61. I not sure exactly what this survey is going to prove nothing ever seems to change around here.

62. Morale is low we need more help. Some people are very busy most all the time while others are not. Shouldn't have to blow your own horn. Supervisor should recognize good work & have the ability to reward accordingly. I completed this survey at home since I didn't have the time to complete it at work.

63. There should be a "not applicable" option on most Q's. TOO LONG!

64. Don't know that much on how things are run at WRJ but what I could answer is allocated to CBOC.

65. N/A really I only work part time (4hrs a month) Intermittent.

66. The ----- is largely an independent entity, but because of the way the VA is structured has to be "attached" somewhere. I manage the ----- but as there is no employees, supervise no one. My immediate supervisor is an MD, with whom I have

little contact. All the members of my team work in aspects (sp) of hospital administration. In form and function very different from ----- administration.

67. Blatant screw ups are not adequately punished, exemplary performance is not adequately rewarded. Boss thinks useless body is better than no body. Our government bureaucracy at it's finest.

68. Very long not able to answer all questions I hope it helps.

69. It is impossible to answer these questions 2 many ways. There are people in my work group who DO strive to improve things & some who do not. I therefore answered in regards to the people who are more resistant to change.

70. I wasn't always sure the meaning/intent of the questions asked.

71. Most of the survey 78% - did not apply to me -

72. Performance measures are very easily manipulated to make some services look good. No continuity across the board - no accountability - Our Baldrige leaders particularly the Quality Manager, talk the talk but don't walk the walk - meaning they preach it but don't practice what they preach. This is a double standard which is inexcusable.

73. Q5 p. 6 I'm not sure of questions b, c, f, & there wasn't an answer for it if you weren't sure. Also Q7 I'm not sure of answers.

74. You are tenacious . . . it pays off, good luck. I no longer work for fiscal however I will evaluate as I still do. Next survey should be not as long. People lose interest in filling anything over 2 pages out.

75. To lengthy!

76. Since nursing is a profession, nurses function and operate according to guidelines of their profession v.s. that which comes from a hierarchical authority. However, there are institutional policies, standards and goals, which we in nursing function under and with which we comply. Most nurses are internally motivated and directed by the sense of professionalism which each nurse has developed in their own studies and training.

Appendix N

Questions Q5 through Q16 from Questionnaire

IN THIS SECTION WE WOULD LIKE TO FIND OUT ABOUT THE MISSION, STRATEGY AND PERFORMANCE AT THE WRJ VA MEDICAL & REGIONAL OFFICE CENTER.

Q-5 To what extent, if at all, do you agree with the following statements?
Use the following rating scale: *(Circle number)*

To no extent	To a small extent	To a moderate extent	To a great extent	To a very great extent
0	1	2	3	4

- a. Supervisors at my level have the decision-making authority they need to help the work group accomplish its strategic goals. 0 1 2 3 4
- b. Supervisors at my level are held accountable for the results of the activities for which they are responsible. 0 1 2 3 4
- c. Supervisors at my level are held accountable for the quality of supervision they provide (for example, setting employee performance expectations and providing feedback). 0 1 2 3 4
- d. Employees in my work group receive positive recognition for helping accomplish our strategic goals. 0 1 2 3 4
- e. My work group's top leadership demonstrates a strong commitment to achieving results. 0 1 2 3 4
- f. Changes by managers above my level made to the activities for which I am responsible are based on results, trends, or outcome-oriented performance information. 0 1 2 3 4
- g. Supervisors at my level take part in developing the organizations strategy and performance goals. 0 1 2 3 4

Q-6 To what extent do you agree with the following statements as they relate to performance measures for the activities with which you are involved?

Use the following rating scale: *(Circle number)*

To no extent	To a small extent	To a moderate extent	To a great extent	To a very great extent
0	1	2	3	4

- a. We have performance measures that inform us if we are working efficiently. 0 1 2 3 4
- b. We have performance measures that inform us whether we are satisfying our customers. 0 1 2 3 4
- c. We have performance measures that inform us about the quality of the services we provide. 0 1 2 3 4
- d. We have performance measures to demonstrate to someone outside of our work group whether we are achieving our intended results. 0 1 2 3 4

Use the following rating scale:

To no extent	To a small extent	To a moderate extent	To a great extent	To a very great extent
0	1	2	3	4

Q-7 For the activities in which you are involved, to what extent have the following factors hindered the use of performance information in measuring performance? (*Circle number*)

- | | | | | | |
|---|---|---|---|---|---|
| a. Difficulty of determining meaningful performance measures. | 0 | 1 | 2 | 3 | 4 |
| b. Difficulty obtaining valid or reliable performance data. | 0 | 1 | 2 | 3 | 4 |
| c. Lack of incentives (i.e., rewards, positive recognition). | 0 | 1 | 2 | 3 | 4 |
| d. Difficulty resolving conflicting interests between service lines. | 0 | 1 | 2 | 3 | 4 |
| e. Concern that performance information could be used against my work group. | 0 | 1 | 2 | 3 | 4 |
| f. Difficulty in resolving conflicting interests of external stakeholders (for example, federal regulators, veterans). | 0 | 1 | 2 | 3 | 4 |
| g. Lack of ongoing <u>management</u> commitment or support for using performance information to make funding decisions. | 0 | 1 | 2 | 3 | 4 |

Q-8 For those activities in which you are involved, to what extent do you consider your work group strategic goals when participating in the following activities? (*Circle number*)

- | | | | | | |
|--|---|---|---|---|---|
| a. Setting priorities. | 0 | 1 | 2 | 3 | 4 |
| b. Allocating resources. | 0 | 1 | 2 | 3 | 4 |
| c. Adopting new approaches or changing work processes. | 0 | 1 | 2 | 3 | 4 |
| d. Developing or refining performance measures. | 0 | 1 | 2 | 3 | 4 |
| e. Coordinating efforts with other internal service lines. | 0 | 1 | 2 | 3 | 4 |
| f. Coordinating efforts with external organizations. | 0 | 1 | 2 | 3 | 4 |
| g. Refining work group performance measures. | 0 | 1 | 2 | 3 | 4 |
| g. Setting new or revising existing performance goals | 0 | 1 | 2 | 3 | 4 |

Q-9 During the past three years have you been directly involved in setting your work group's performance measures? (for example, your work group outcomes) (*Circle answer*)

- | | Yes | No |
|---|-----|----|
| a. By developing ways to measure whether performance goals are being achieved. | | |
| b. By gathering and analyzing data to measure whether activities are meeting their specific goals. | Yes | No |
| c. By using measures for performance goals to determine if the work group strategic goals are being achieved. | Yes | No |
| d. By assessing the quality of data used in measuring performance. | Yes | No |

IN THIS SECTION WE WOULD LIKE TO FIND OUT SOME INFORMATION ABOUT THE WRJ VA MEDICAL & REGIONAL OFFICE CENTER'S EXTERNAL ENVIRONMENT.

For the purposes of this study the term **external environment** can be thought of as any outside condition or situation that influences the performance of the organization (for example, suppliers, federal legislation, veterans groups, and/or other healthcare providers).

Q-10 For those activities in which you are involved, to what extent do you consider your external environment when participating in the following activities?

Use the following rating scale: *(Circle number)*

To no extent	To a small extent	To a moderate extent	To a great extent	To a very great extent
0	1	2	3	4

- | | | | | | |
|--|---|---|---|---|---|
| a. Setting priorities. | 0 | 1 | 2 | 3 | 4 |
| b. Allocating resources. | 0 | 1 | 2 | 3 | 4 |
| c. Adopting new approaches or changing work processes. | 0 | 1 | 2 | 3 | 4 |
| d. Developing or refining performance measures. | 0 | 1 | 2 | 3 | 4 |
| d. Coordinating efforts with other internal service lines. | 0 | 1 | 2 | 3 | 4 |
| e. Coordinating efforts with external organizations. | 0 | 1 | 2 | 3 | 4 |
| f. Refining service line performance measures. | 0 | 1 | 2 | 3 | 4 |
| g. Setting new or revising existing performance goals. | 0 | 1 | 2 | 3 | 4 |
| h. Developing training activities to meet future needs. | 0 | 1 | 2 | 3 | 4 |

Q-11 To what extent, if at all, do you agree with the following statements?

Use the following rating scale: *(Circle number)*

To no extent	To a small extent	To a moderate extent	To a great extent	To a very great extent
0	1	2	3	4

- | | | | | | |
|--|---|---|---|---|---|
| a. I am not aware of changes in the VA's external environment. | 0 | 1 | 2 | 3 | 4 |
| b. Changes in the external environment have caused my work group to perform its activities in a different way. | 0 | 1 | 2 | 3 | 4 |
| c. My work group has adequate measures to indicate a change in our external environment. | 0 | 1 | 2 | 3 | 4 |
| d. My work group has developed ways to deal with changes in our external environment. | 0 | 1 | 2 | 3 | 4 |

IN THIS SECTION WE ARE ASKING FOR SOME BASIC CLASSIFYING INFORMATION.

Q-12 Please identify your functional work group. (*Circle number*)

- 1 Providers
- 2 Nursing and Allied Health/Technical
- 3 Administrative Staff
- 4 Trades/Crafts/Facilities Management Services (FMS)
- 99 Prefer not to respond

Q-13 Your gender. (*Circle number*)

- 1 Female
- 2 Male
- 99 Prefer not to respond

Q-14 Organizational level. (*Circle number*)

- 1 Management
- 2 Non-management
- 99 Prefer not to respond

Q-15 Which is the highest level of education that you have completed? (*Circle number*)

- 1 Less than high school
- 2 High school
- 3 Some college
- 4 Associate's degree
- 5 Technical/trade school
- 6 Bachelor's degree
- 7 Master's degree
- 8 Doctoral degree
- 99 Prefer not to respond

Q-16 Number of years employed at the WRJ VA Medical Center. (*Circle number*)

- 1 Less than 4 years
- 2 4 to 10 years
- 3 11 to 20 years
- 4 21 to 30 years
- 5 31 years and over
- 99 Prefer not to respond

REFERENCES

REFERENCES

- Abrahams, J. (1999). *The mission statement book: 301 corporate mission statements from America's top companies* (2nd ed.). Berkely, CA: Ten Speed Press.
- Ackoff, R. L. (1999). Transformational leadership. *Strategy & Leadership*, 27(1), 20-25.
- Aday, L. A., Begley, C. E., Lairson, D. R., & Slater, C. H. (1993). *Evaluating the medical care system: Effectiveness, efficiency, and equity*. Ann Arbor, MI: Health Administration Press.
- Ammons, D. N. (1995). Overcoming the inadequacies of performance measurement in local government: The case of libraries and leisure services. *Public Administration Review*, 55(1), 37-47.
- Alvesson, M. (1987). *Organizational theory and technocratic consciousness: Rationality, ideology, and quality of work*. Berlin: Walter de Gruyter.
- Avolio, B. J., Waldman, D. A., & Einstein, W. (1988). Transformational leadership in a management game simulation: Impacting the bottom line. *Group & Organization Studies*, 13(1), 59-80.
- Babbie, E. (1992). *The practice of social research* (6th ed.). Belmont, CA: Wadsworth.
- Backer, T. E. (1997). Managing the human side of change in VA's transformation. *Journal of Healthcare Management*, 42(3), 433-459.
- Bannon, J. J., & Busser, J. A. (1992). *Problem solving in recreation and parks* (3rd ed.). Champaign, IL: Sagamore.
- Barling, J., Weber, T., & Kelloway, E. K. (1996). Effects of transformational leadership training on attitudinal and financial outcomes. A field experiment. *Journal of Applied Psychology*, 81(6), 827-832.
- Barnett, L. A. (Ed.). (1995). *Research about leisure: Past, present, and future*. Champaign, IL: Sagamore.
- Barrow, M. M. (1990). Techniques of efficiency measurement in the public sector. In M. Cave, M. Kogan, & R. Smith (Eds.), *Output and performance measurement in government: The state of the art* (pp. 21-38). London: Jessica Kingsley Publishers.

- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: The Free Press.
- Bass, B. M. (1998). *Transformational leadership: Industrial, military, and educational impact*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Bass, B. M., & Avolio, B. J. (1992). *Organizational description questionnaire: Review set*. Redwood City, CA: Mindgarden, Inc.
- Bass, B. M., & Avolio, B. J. (1994). Transformational leadership and organizational culture. *International Journal of Public Administration*, 17(3&4), 541-554.
- Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88(2), 207-218.
- Bolman, L. G., & Deal, T. E. (1997). *Reframing organizations: Artistry, choice, and leadership* (2nd ed.). San Francisco: Jossey-Bass.
- Bourgeois, L. I., III (1980). Strategy and environment: A conceptual integration. *Academy of Management Review*, 5(1), 25-39.
- Bryson, J. M. (1990). Strategic planning for public and nonprofit organizations: *A guide to strengthening and sustaining organizational achievement* (5th printing). San Francisco: Jossey-Bass.
- Burke, W. W. (2002). *Organization change: Theory and practice*. Thousand Oaks, CA: Sage.
- Burke, W. W., & Litwin, G. (1992). A causal model of organizational performance and change. *Journal of Management*, 18(3), 523-545.
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
- Burns, J. M. (2003). *Transforming leadership: A new pursuit of happiness*. New York: Atlantic Monthly Press.
- Chandler, A. D. (1962). *Strategy and structure: Chapters in the history of the industrial enterprise*. Cambridge, MA: MIT Press.
- Cohen, S., & Brand, R. (1993). *Total quality management in government: A practical guide for the real world*. San Francisco: Jossey-Bass.
- Conway, W. E. (1997). *The quality secret: The right way to manage* (2nd ed.). Nashua, NH: Conway Management Company.

- Cooke, R. A., & Rousseau, D. M. (1988). Behavioral norms and expectations: A quantitative approach to assessment of organizational culture. *Group & Organizational Studies*, 13(3), 245-273.
- Cronk, B. C. (2002). *How to use SPSS: A step-by-step guide to analysis and interpretation* (2nd ed.). Los Angeles, CA: Pyrczak Publishing.
- Curtis, R. S. (2001). Successful collaboration between hospitals and physicians: Process or structure? *Hospital Topics*, 79(2), 7-13. Retrieved April 7, 2004, from ProQuest database.
- Department of Veterans Affairs (VHA). (2001, April). *Journey of Change - Discovering six for 2006*. Washington, DC: Author.
- Department of Veterans Affairs (VA). (2003, June). *State summary: Vermont and the U.S. Department of Veterans Affairs*. Washington, DC: Author.
- Dillman, D. A. (1978) *Mail and telephone surveys: The total design method*. New York: John Wiley & Sons.
- Dillman, D. A. (2000). *Mail and internet surveys: The tailored design method* (2nd ed.). New York: John Wiley & Sons.
- Dreachslin, J. L. (1999). Diversity leadership and organizational transformation: Performance indicators for health service organizations. *Journal of Healthcare Management*, 44(6). Retrieved February 16, 2004, from InfoTrac database.
- Drucker, P. F. (1954). *The practice of management*. New York: Harper & Brothers Publishers.
- Drucker, P. F. (1995). Really reinventing government. *The Atlantic Monthly*, 275(2), 49-52, 54, 56-57, 60-61.
- Edginton, C. R., & Neal, L. L. (1983). Park and recreation directors' perceptions of organizational goals. *Journal of Park and Recreation Administration*, 1(1), 39-49.
- Emery, F. E., & Trist, E. L. (1965). The causal texture of organizational environments. *Human Relations*, 18(1), 21-32.
- Forehand, A. (2000). Mission and organizational performance in the healthcare industry. *Journal of Healthcare Management*, 45(4). Retrieved February 16, 2003, from InfoTrac database.
- Fuller, M. (1996). Strategic planning in an era of total competition. *Strategy & Leadership*, 24(3), 22-27. Retrieved April 7, 2004, from ProQuest database.

- General Accounting Office. (1997). *The Government Performance and Results Act: 1997 governmentwide implementation will be uneven*. Washington, DC: Author.
- General Accounting Office. (2000). *Survey on performance and management issues*. Washington, DC: Author.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., Jr., & Konopaske, R. (2003). *Organizations: Behavior, structure, process* (11th ed.). Boston: McGraw-Hill Irwin.
- Gordon, G. G. (1985). The relationship of corporate culture to industry sector corporate performance. In R. H. Kilmann, M. J. Saxton, R. Serpa, & Associates (Eds.), *Gaining control of the corporate culture* (pp. 103-125). San Francisco: Jossey-Bass.
- Gottlieb, T. D. W. (1990). Transactional and transformational leadership styles of Chief and Associate Chief Nurses in Department of Veterans' Affairs Medical Centers: A descriptive study. *UMI ProQuest Digital Dissertations*. (UMI No. 9033844)
- Graham, J. W., & Havlick, W. C. (1994). *Mission statements: A guide to the corporate and nonprofit sectors*. New York: Garland Publishing.
- Halachmi, A. (1992). Strategic management and productivity. In M. Holtzer (Ed.), *Public productivity handbook* (pp. 551-563). New York: Marcel Dekker.
- Hall, R. H. (1996). *Organizations: Structures, processes, and outcomes* (6th ed.). Englewood Cliffs, NJ: Prentice Hall.
- Hofer, C. W., & Schendel, D. (1978). *Strategy formulation: Analytical concepts*. St. Paul, MN: West Publishing Company.
- Holzer M., & Callahan, K. (1998). *Government at work: Best practices and model programs*. Thousand Oaks, CA: Sage.
- Howell, J. M., & Avolio, B. J. (1993). Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business-unit performance. *Journal of Applied Psychology*, 78(6), 891-902.
- Isaac-Henry, K., Painter, C., & Barnes, C. (Eds.). (1997). *Management in the public sector: Challenge and change* (2nd ed.). Boston: International Thomas Business Press.

- Jamieson, L. M., & Wolter, S. A. (1999). Management - what is it? In B. van der Smissen, M. Moiseichik, V. J. Hartenburg, & L. F. Twardzik, (Eds.), *Management of park and recreation agencies*. Ashburn, VA: National Recreation and Park Association.
- Kilmann, R. H., Saxton, M. J., Serpa, R., & Associates. (Eds.). (1985). *Gaining control of the corporate culture*. San Francisco, CA: Jossey-Bass.
- Kizer, K. W. (1995). *Vision for change: A plan to restructure the Veterans Health Administration*. Washington, DC: U.S. Government Printing Office.
- Kizer, K. W. (1996). *Prescription for change: The guiding principles and strategic objectives underlying the transformation of the Veterans Healthcare system*. Washington, DC: U.S. Government Printing Office.
- Kizer, K. W. (1996). Transforming the veterans health care system: The "new VA". *Journal of the American Medical Association*, 275(14), 1069.
- Klein, A. S., Masi, R. J., & Weidner, C. K., II (1995). Organization Culture, distribution and amount of control, and perceptions of quality: An empirical study of linkages. *Group & Organization Management*, 20(2), 122-148. Retrieved on January 18, 2000, from ProQuest on-line database.
- Kraus, R., & Allen, L. R. (1998). *Research & evaluation in recreation, parks & leisure studies* (2nd ed.). Boston: Allyn and Bacon.
- Kraus, R. G., & Curtis, J. E. (1990). *Creative management in recreation, parks, and leisure services* (5th ed.). St. Lois, MO: Times Mirror/Mosby.
- Kraus, R. G., & Curtis, J. E. (2000). *Creative management in recreation parks, and leisure services* (6th ed.). Boston: McGraw-Hill.
- Lawrence, E. T. (2000). The relationship between, transformational, transactional, and laissez-faire leadership styles of the senior executives/department heads and their immediate subordinates' perceived satisfaction, extra effort, effectiveness, and organizational typology in the hospital setting. *ProQuest Digital Dissertations*. (UMI NO. 9962666)
- Longest, B. B., Jr., & Darr, K. (1993). Organizational leadership in hospitals. *Hospital Topics*, 71(3). Retrieved April 19, 2004, from EBSCO database.
- McGinnis, M. A., & Kohn, J. W. (1993). Logistics strategy, organizational environment, and time competitiveness. *Journal of Business Logistics*, 14(2), 1+. Retrieved on August 19, 2000, from EBSCO on-line database.

- McShane, S. L., & Von Glinow, M. A. (2003). *Organizational behavior: Emerging realities for the workplace revolution* (2nd ed.). Boston: McGraw-Hill Irwin.
- Mitchell, J. (1997). Representation in government boards and commissions. *Public Administration Review*, 57(2), 160-167.
- Mitra, A., & Lankford, S. (1999). *Research methods in park, recreation, and leisure services*. Champaign, IL: Sagamore.
- Morgan, G. (1992). Proactive management. In D. Mercer (Ed.), *Managing the external environment: A strategic perspective* (pp. 24-37). London: Sage.
- Morton, M. N. (1997). Budgeting systems: Operationalizing goals and values. In M. E. Haskins & B. R. Makela (Eds.), *The CFO handbook* (Rev. ed.) (pp. 131-142). Chicago: Irwin.
- Munoz, M. A. (1999). *Total quality management in higher education: Lessons learned from an information technology office*. Retrieved on December 21, 2002, from ERIC database. (ERIC Document Reproduction Service NO. ED462882)
- National Academy of Public Administration. (1999). *Building a community of performance leaders* [On-line]. Available: <http://www.performance.napawash.org/reports/fy99.htm>
- Northouse, P. G. (1997). *Leadership: Theory and practice*. Thousand Oaks, CA: Sage.
- Office of Management and Budgeting (OMB). (1993). *Government Performance and Results Act of 1993*. Washington, DC: Author. Retrieved on April 17, 2000, from Whitehouse database on the World Wide Web: <http://www.whitehouse.gov/OMB/mgmt-gpra/gplaw2m.html>
- Office of Management and Budgeting (OMB). (1997). *Preparation and submission of strategic plans and annual performance plans* (Circular No. A-11, Part 2). Washington, DC: Author.
- Opeil, D. K. (1998). Subordinates' perceptions of nurse executives' leadership styles: Transformational and transactional. *ProQuest Digital Dissertations*. (UMI NO. 9822234)
- Oster, S. M. (1995). *Strategic management for nonprofit organizations: Theory and cases*. New York: Oxford University Press.
- Parkman, A. W. (2001). An investigation of Bass' model of transformational and transactional leadership theory in respiratory care. *UMI ProQuest Digital Dissertations*. (UMI No. 3006431).

- Pearce, J. A., II, Freeman, E. B., & Robinson, R. B., Jr. (1987). The tenuous link between formal strategic planning and financial performance. *Academy of Management Review*, 12(4), 658-675.
- Prescott, J. E. (1986). Environments as moderators of the relationship between strategy and performance. *Academy of Management Journal*, 29(2), 329-346.
- Provan, K. G. (1987). Environmental and organizational predictors of adoption of cost containment policies in hospitals. *Academy of Management Journal*, 30(2), 219-239. Retrieved April 7, 2004, from ProQuest database.
- Rabin, J., Hildreth, W. B., & Miller, G. J. (Eds.). (1989). *Handbook of public administration*. New York: Marcel Dekker.
- Rea, L. M., & Parker, R. A. (1997). *Designing and conducting survey research: A comprehensive guide* (2nd ed.). San Francisco, CA: Jossey-Bass.
- Reinhart, C. (2000). How to leap over barriers to performance. *Training and Development*, 54(1), 20-24.
- Roy, D. D., & Ghose, M. (1997). Awareness of hospital environment and organizational commitment. *The Journal of Social Psychology*, 137(3), 380-386. Retrieved April 7, 2004, from ProQuest database.
- Schein, E. H. (1999). *The corporate culture survival guide: Sense and nonsense about culture change*. San Francisco, CA: Jossey-Bass.
- Schein, E. H. (2004). *Organizational culture and leadership* (3rd ed.). San Francisco: Jossey-Bass.
- Stanglin, D. (1997, March). What are you trying to do? A new law demands that bureaucrats rethink their missions. *U.S. News & World Report*, 122(8), 36-37.
- Tomey, A. M. (2000). *Guide to nursing management and leadership* (6th ed.). St. Louis: Mosby.
- Trofino, A. J. (2000). Transformational leadership: Moving total quality management to world-class organizations. *Nursing Review*, 47, 232-242.
- van der Smitten, B., Moiseichik, M., Hartenburg, V. J., & Twardzik, L. F. (Eds.). (1999). *Management of park and recreation agencies*. Ashburn, VA: National Recreation and Park Association.

- Vestal, K. W., Fralicx, R. D., & Spreier, S. W. (1997). Organizational culture: The critical link between strategy and results. *Hospital & Health Services Administration*, 42(3), 339-365. Retrieved April 7, 2004, from ProQuest database.
- Veterans Health Administration. (2003). *VHA vision 2020: Charting a new direction*. . . Washington, DC: Author. Retrieved online August 8, 2003 from <http://www.va.gov/vhareorg/vision2020.pdf>
- Wegner, D., & Jarvi, C. K. (1999). Planning for strategic management. In B. van der Smissen, M. Moiseichik, V. J. Hartenburg, & L. F. Twardzik (Eds.), *Management of park and recreation agencies*. Ashburn, VA: National Recreation and Park Association.
- Witt, P. A., & Crompton, J. L. (1997). Invited paper--The protective factors framework: A key to programming for benefits and evaluating for results. *Journal of Park and Recreation Administration*, 15(3), 1-18.
- World Commission on Environment and Development. (1987). *Our common future*. Oxford: Oxford University Press.
- Wright, R. G., & Lemons, J. (Eds.). (1996). *National Parks and protected areas: Their role in environmental protection*. Cambridge, MA: Blackwell Science.
- Young, G. J. (2000). Managing organizational transformation: Lessons from the Veterans Health Administration. *California Management Review*, 43(1), 66-82. Retrieved August 7, 2003, from ProQuest database.
- Zaleznik, A. (1977). Managers and leaders: Are they different? *Harvard Business Review*, 55(3), 67-78.
- Zimmerman, M. A., & Rappaport, J. (1988). Citizen participation, perceived control, and psychological empowerment. *American Journal of Community Psychology*, 16(5), 725-750.
- Zink, K. J. (Ed.). (1997). *Successful TQM: Inside stories from European Quality Award winners*. New York: Wiley.

BIBLIOGRAPHY

BIBLIOGRAPHY

- Ashkanasy, N. M., Wilderom, C. P. M., & Peterson, M. F. (Eds.). (2000). *Handbook of organizational culture & climate*. Thousand Oaks: Sage.
- Bass, B. M. (1997). Personal selling and transactional/transformational leadership. *The Journal of Personal Selling & Sales Management*, 17(3), 19-28
- Bass, B. M., & Avolio, B. J. (1989). Potential biases in leadership measures: How prototypes, leniency, and general satisfaction relate to ratings and rankings of transformational and transactional leadership constructs. *Educational and Psychological Measurement*, 49(3), 509-527.
- Bass, B. M., Waldman, D. A., & Avolio, B. J. (1987). Transformational leadership and the falling dominoes effect. *Group & Organizational Studies*, 12(1), 73-87.
- Biech, E. (1994). *TQM for training*. New York: McGraw-Hill.
- Berger, L. A., Sikora, M. J., & Berger, D. R. (1994). *The change management handbook: A road map to corporate transformation*. New York: Irwin.
- Behn, R. D. (1995). The big questions of public management. *Public Administration Review*, 55(4), 313-324.
- Berger, S. (2002). Achieving results through accountability management. *Healthcare Financial Management*, 56(4). Retrieved April 7, 2004, from InfoTrac database.
- Berman, E. M., & West, J. P. (1995). Municipal commitment to total quality management: A survey of recent progress. *Public Administration Review*, 55(1), 57-66.
- Bernstein, W. M., & Burke, W. W. (1989). Modeling organizational meaning systems. In R. W. Woodman & W. A. Pasmore (Eds.), *Research in organizational change and development*, 3, 117-159. Greenwich, CT: JAI Press.
- Block, P. (1987). *The empowered manager: Positive, political skills at work*. San Francisco: Jossey-Bass.
- Brinckerhoff, P. C. (1994). *Mission-based management: Leading your not-for-profit into the 21st Century*. Dillion, CO: Alpine Guild.
- Brown, S. M., & Seidner, C. J. (Eds.). (1998). *Evaluating corporate training: Models and issues*. Boston: Kluwer Academic Publishers.

- Burke, W. W., Coruzzi, C. A., & Church, A. H. (1996). The organizational survey as an intervention for change. In A. L. Kraut (Ed.), *Organizational surveys: Tools for assessment and change* (pp. 41-66). San Francisco, CA: Jossey-Bass.
- Bycio, P., Hackett, R. D., & Allen, J. S. (1995). Further assessments of Bass's (1985) conceptualization of transactional and transformational leadership. *Journal of Applied Psychology*, 80(4), 468-478.
- Cannella, A. A., JR., & Monroe, M. J. (1997). Contrasting perspectives on strategic leaders: Towards a more realistic view of top managers. *Journal of Management*, 23(3), 213-238.
- Carless, S. A. (1998). Assessing the discriminant validity of transformational leader behaviour as measured by MLQ. *Journal of Occupational and Organizational Psychology*, 71(4), 353-358.
- Carnall, C. A. (1990). *Managing change in organizations*. New York: Prentice Hall.
- Carnevale, A. P., Gainer, L. J., & Meltzer, A. S. (1990). *Workplace basics: The essential skills employers want*. San Francisco, CA: Jossey-Bass.
- Carr, D. K., Hard, K. J., & Trahan, W. J. (1996). *Managing the change process: A field book for change agents, consultants, team leaders, and reengineering managers*. New York: McGraw-Hill.
- Carroll, S. J., JR., & Tosi, H. L., JR. (1973). *Management by objectives: Applications and research*. New York: Macmillan.
- Carver, J. (1990). *Boards that make a difference: A new design for leadership in nonprofit and public organizations*. San Francisco: Jossey-Bass.
- Cave, M., Kogan, M., & Smith, R. (Eds.). (1990). *Output and performance measurement in government: The state of the art*. London: Jessica Kingsley Publishers.
- Chambers, H. E., & Craft, R. (1998). *No fear management: Rebuilding trust, performance, and commitment in the new American workplace*. Boca Raton, FL: St. Lucie Press.
- Conger, J. A. (1991). Inspiring others: The language of leadership. *Academy of Management Executive*, 5(1), 31-45.
- Connor, P. E. (1997). Total quality management: A selective commentary on its human dimensions, with a special reference to its downside. *Public Administration Review*, 57(6), 501-509.

- Cooper, C. L., & Robertson, I. T. (Eds.). (1994). *International review of industrial and organizational psychology 1994, volume 9*. Chichester, Great Britain: Wiley.
- Creswell, J. W. (1994). *Research design: Qualitative & quantitative approaches*. Thousand Oaks, CA: Sage.
- Culkin, D. F., & Kirsch, S. L. (1986). *Managing human resources in recreation, parks, and leisure services*. New York: Macmillan Publishing Company.
- Cummings, T. G., & Worley, C. G. (1997). *Organizational development and change* (6th ed.). Cincinnati, OH: South-Western College Publishing.
- Davidson, F. J. (1995). *Managing projects in organizations: How to make the best use of time, techniques, and people* (2nd ed.). San Francisco: Jossey-Bass.
- Davis, D., & Cosenza, R. M. (1988). *Business research for decision making* (2nd ed.). Boston: PWS-Kent Publishing Company.
- Davis, K., & Newstrom, J. W. (1989). *Human behavior at work: Organizational behavior*. New York: McGraw-Hill.
- Deluga, R. J. (1988). Relationship of transformational and transactional leadership with employee influencing strategies. *Group & Organizational Studies*, 13(4), 456-467.
- Deming, W. E. (1982/1986). *Out of the crisis*. Cambridge, MA: Massachusetts Institute of Technology.
- Denzin, N. K., & Lincoln, Y. S. (Eds.). (1994). *Handbook of qualitative research*. Thousand Oaks, CA: Sage.
- Drucker, P. F. (1977). *Management cases*. New York: Harpers College Press.
- Drucker, P. F. (1990). *Managing the non-profit organization: Practices and principles*. New York: HarperCollins.
- DuBrin, A. J. (1977). *Casebook of organizational behavior*. New York: Pergamon Press.
- Dunnette, M. D., & Hough, L. M. (Eds.). (1990). *Handbook of industrial and organizational psychology* (2nd ed., Vol. 1-3). Palo Alto, CA: Consulting Psychologists Press, Inc.

- DuPont-Morales, M. A., & Harris, J. E. (1994). Strengthening accountability: Incorporating strategic planning and performance measurement into budgeting. *Public Productivity & Management Review*, 17(3), 231-239. Retrieved July 27, 2000 from ProQuest on-line database.
- Eadie, D. C. (1997). *Changing by design: A practical approach to leading innovation in nonprofit organizations*. San Francisco, CA: Jossey-Bass.
- Fitz-Gibbon, C. T. (Ed.). (1990). *Performance indicators*. Philadelphia, PA: Multilingual Matters LTD.
- Furnham, A., & Gunter B. (1993). *Corporate assessment: Auditing a company's personality*. London: Routledge.
- Gillies, R. R., Shortell, S. M., & Young, G. J. (1997). Best Practices in managing organized delivery systems. *Journal of Healthcare Management*, 42(3), 299-321. Retrieve April 7, 2004 from ProQuest database.
- Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (1998). *Managing human resources* (2nd ed.). Upper Saddle River, NJ: Prentice Hall.
- Goodman, P. S., & Pennings, J. M., & Associates (1977). *New perspectives on organizational effectiveness*. San Francisco: Jossey-Bass.
- Hagen, A. F., & Amin, S. G. (1995). Corporate executives and environmental scanning activities: An empirical investigation. *S.A.M. Advanced Management Journal*, 60(2), 41-47. Retrieved April 7, 2004, from ProQuest database.
- Halachmi, A., & Bouckaert, G. (Eds.). (1995). *The enduring challenges in public management: Surviving and excelling in a changing world*. San Francisco: Josey-Bass.
- Halachmi, A. & Bouckaert, G. (Eds.). (1996). *Organizational performance and measurement in the public sector: Toward service, effort and accomplishment reporting*. West Port, CT: Quorum Books.
- Hambrick, D. C., Nadler, D. A., & Tushman, M. L. (Eds.). (1998). *Navigating change: How CEOs, top teams, and boards steer transformation*. Boston, MA: Harvard Business School Press.
- Hammer, M., & Champy, J. S. (1993). *Reengineering the corporation: A manifesto for business revolution*. New York: HarperCollins.
- Handy, C. B. (1993). *Understanding organizations*. New York: Oxford University Press.

- Hartog, D. N. D., Muijen, J. J. V., & Koopman, P. L. (1997). Transactional versus transformational leadership: Analysis of the MLQ. *Journal of Occupational and Organizational Psychology*, 70(1), 19+. Retrieved June 18, 1999 at ProQuest on-line database.
- Harvard Business Review. (1998). *Harvard Business Review on measuring corporate performance* (8th ed.). Boston: Harvard Business School Press.
- Haskins, M. E., & Makela, B. R. (Eds.). (1997). *The CFO handbook* (Rev. ed.). Chicago: Irwin.
- Hater, J. J., & Bass, B. M. (1988). Superiors' evaluations and subordinates' perceptions of transformational and transactional leadership. *Journal of Applied Psychology*, 73(4), 695-702.
- Havitz, M. E. (Ed.). (1995). *Models of change in municipal parks and recreation: A book of innovative case studies*. State College, PA: Venture.
- Hax, A. C. (1990). Redefining the concept of strategy and the strategic formation process. *Planning Review*, 18(3), 34-40. Retrieved April 7, 2004, from ProQuest database.
- Hendee, J. C., Stankey, G. H., & Lucas, R. C. (1990). *Wilderness management* (2nd ed., rev.). Golden, Co: North American Press.
- Hedley, T. P. (1998). Measuring public sector effectiveness using private sector methods. *Public Productivity & Management Review*, 21(3), 251-258.
- Hjelte, G., & Shivers, J. S. (1963). *Public administration of park and recreational services*. New York: Macmillan.
- Hjelte, G., & Shivers, J. S. (1972). *Public administration of recreational services*. Philadelphia: Lea & Febiger.
- Holloway, J., Lewis, J., & Mallory, G. (Eds.). *Performance measurement and evaluation*. London: Sage.
- Holtzer, M. (Ed.). (1992). *Public productivity handbook*. New York: Marcel Dekker.
- House, E. R. (1993). *Professional evaluation: Social impact and political consequences*. Newbury Park, CA: Sage.
- Houston, A., & Ryan, B. (Ed.). (1997). *Survey handbook* (TQLO Pub. No. 97-06) [Online]. Washington, DC: Department of the Navy, TQL Office. Available: <http://tql-navy.org/tqlpub/index.html>.

- Huffington, C., Cole, C., & Brunning, H. (1997). *A manual of organizational development: The psychology of change*. London: Karnac Books.
- Huyck, H., Norris, L. Brown, M., Petersen, E., & Mendelson, L. (1998). *Field guide to National Park Service performance management* (2nd ed.). Washington, DC: National Park Service Office of Strategic Planning.
- Hyde, A. C., & Shafritz, J. M. (Eds.). (1979). *Program evaluation in the public sector*. New York: Praeger.
- Jensen, C. R. (1995). *Outdoor recreation in America* (5th ed.). Champaign, IL: Human Kinetics.
- Jha, A. K., Perlin, J. B., Kizer, K. W., & Dubley, R. A. (2003). Effect of the transformation of the Veterans Affairs health care system on the quality of care. *The New England Journal of Medicine*, 348(22). Retrieved April 7, 2004, from ProQuest database.
- Johnson, P., & Gill, J. (1993). *Management control and organizational behavior*. London: Paul Chapman Publishing.
- Johnston, R. J. (1992). *Multivariate statistical analysis in geography: A primer on the general linear model*. New York: Longman Scientific & Technical.
- Joint Committee on Standards for Educational Evaluation. (1994). *The program evaluations standards: How to assess evaluations of educational programs* (2nd ed.). Thousand Oaks, CA: Sage.
- Jreisat, J. E. (1997). *Public Organization Management: The development of theory and process*. Westport, CT: Quorum Books.
- Jubenville, A., & Twight, B. W. (1993). *Outdoor recreation management: Theory and application* (3rd ed.). State College, PA: Venture.
- Judge, T. A., & Watanabe, S. (1993). Another look at the job satisfaction--life satisfaction relationship. *Journal of Applied Psychology*, 78(6), 939-948.
- Judge, W. Q., & Douglas, T. J. (1998). Performance implications of incorporating natural environmental issues into the strategic planning process: An empirical assessment. *Journal of Management Studies*, 35(2), 241-262.
- Jurkiewicz, C. L., Massey, T. K., JR., & Brown, R. G. (1998). Motivation in public and private organizations: A comparative study. *Public Productivity & Management Review*, 21(3), 230-250.

- Kalton, G. (1983). *Introduction to survey sampling*. Newbury Park, CA: Sage.
- Katz, D., & Kahn, R. L. (1966). *The social psychology of organizations*. New York: Wiley.
- Katz, D., Kahn, R. L., & Adams, J. S. (Eds.). (1980). *The study of organizations*. San Francisco, CA: Jossey-Bass.
- Kaufman, H. (1960). *The forest ranger: A study in administrative behavior*. Baltimore, MD: The John Hopkins Press.
- Kaufman, H. (1971). *The limits of organizational change*. University, AL: The University of Alabama Press.
- Kaufman, H. (1981). *The administrative behavior of federal bureau chiefs*. Washington, DC: The Brookings Institute.
- Kautz, J. R., III, Netting, F. E., Huber, R., Borders, K., & Davis, T. S. (1997). The government performance and results act of 1993: Implications for social work practice. *Journal of the National Association of Social Workers*, 42(4), 313-408.
- Keller, R. T. (1989). A test of the path-goal theory of leadership with need for clarity as a moderator in research and development organizations. *Journal of Applied Psychology*, 74(2), 208-212.
- Kennedy, C. R., Jr. (1984). The external environment - strategic planning interface: U.S. multinational corporate practices in the 1980s. *Journal of International Business Studies (pre-1986)*, 15(2), 99-108. Retrieved April 7, 2004, from ProQuest database.
- Kermally, S. (1997). *Total management thinking*. Great Britain: Butterworth-Heinemann.
- Kimble, D. L., & Ferrell, W. G. (1997). *TQM-based project planning*. London: Chapman & Hall.
- Kirkpatrick, S. A., & Locke, E. A. (1996). Direct and indirect effects of three core charismatic leadership components on performance and attitudes. *Journal of Applied Psychology*, 81(1), 36-51.
- Kizer, K. W. (1996). Geriatrics in the VA: Providing experience for the nation. *Journal of the American Medical Association*, 275(17), 1303. Retrieved August 8, 2003, from ProQuest database.
- Knight, R. L., & Bates, S. F. (Eds.). (1995). *A new Century for natural resources management*. Washington, D.C.: Island Press.

- Koehler, J. W., & Pankowski, J. M. (1996). *Quality government: Designing, developing, and implementing TQM*. Delray Beach, FL: St. Lucie Press.
- Kotter, J. P. (1996). *Leading change*. Boston, MA: Harvard Business School Press.
- Kotter, J. P., & Heskett, J. L. (1992). *Corporate culture and performance*. New York: The Free Press.
- Kraus, R. G., & Curtis, J. E. (1990). *Creative management in recreation, parks, and leisure services* (5th ed.). St. Lois, MO: Times Mirror/Mosby.
- Kraut, A. I. (1996). An overview of organizational surveys. In A. I. Kraut (Ed.), *Organizational surveys: Tools for assessment and change* (pp. 1-14). San Francisco, CA: Jossey-Bass.
- Kraut, A. I. (Ed.). (1996). *Organizational surveys: Tools for assessment and change*. San Francisco: Jossey-Bass.
- Kravchuk, R. S. (1996). Designing effective performance-measurement systems under the government performance and results act of 1993. *Public Administration Review*, 56(4), 348-358.
- Kuhnert, K. W., & Lewis, P. (1987). Transactional and transformational leadership: A constructive/developmental analysis. *Academy of Management Review*, 12(4), 648-657.
- Lant, T. K., & Hurley, A. E. (1999). A contingency model of response to performance feedback. *Group & Organizational Management*, 24(4), 421-437.
- Lawson, R. B., & Shen, Z. (1998). *Organizational psychology: Foundations and applications*. New York: Oxford University Press.
- Leavitt, J. S., & Nunn, P. C. (1994). *Total quality through project management*. New York: McGraw-Hill.
- Lewis, S., & Jones, J. (1990). The use of output and performance measure in government departments. In M. Cave, M. Kogan, & R. Smith (Eds.), *Output and performance measurement in government: The state of the art* (pp. 39-55). London: Jessica Kingsley Publishers.
- Lincoln, Y. S. (Ed.). (1985). *Organizational theory and inquiry: The paradigm revolution*. Beverly Hills, CA: Sage.
- Locke, E. A., & Latham, G. P. (1984). *Goal setting for individuals, groups, and organizations*. Chicago: Science Research Associates, Inc.

- Longest, B. B., Jr. (1997). Managerial roles in contemporary hospital departments. *Hospital Topics*, 75(1). Retrieved April 19, 2004, from EBSCO database.
- Lowenburg, G., & Conrad, K. A. (1998). *Current perspectives in industrial/organizational psychology*. Needham Heights, MA: Allyn and Bacon.
- Macy, B. A., & Mirvis, P. H. (1982). Organizational change efforts: Methodologies for assessing organizational effectiveness and program costs versus benefits. *Evaluation Review*, 6(3), 301-372.
- Mahler, J. (1997). Influences of organizational culture on learning in public agencies. *Journal of Public Administration Research and Theory*, 7(4), 519-540. Retrieved April 27, 2000 from ProQuest on-line database.
- Masuch, M. (Ed.). *Organizational management, and expert systems: Models of automated reasoning*. Berlin: Walter de Gruyter.
- McCue, C. P., & Gianakis, G. A. (1997). The relationship between job satisfaction and performance: The case of local government finance officers in Ohio. *Public Productivity & Management Review*, 21(2), 170-191.
- McLarney, C. (2001). Strategic planning - effectiveness - environment linkage: A case study. *Management Decision*, 39(10), 809-817. Retrieved April 7, 2004, from ProQuest database.
- Medina, W. A. (1982). *Changing bureaucracies: Understanding the organization before selecting the approach*. New York: Marcel Dekker.
- Methtabdin, K. R. (1986). *Comparative management: Business styles in Japan and the United States*. Lewiston, New York: The Edwin Mellen Press.
- Melkers, J., & Willoughby, K. (1998). The State of the States: Performance-based budgeting requirements in 47 out of 50. *Public Administration Review*, 58(1), 66-73.
- Mercer, D. (Ed.). (1992). *Managing the external environment: A strategic perspective*. London: Sage.
- Meyer, M. W., & Zucker, L. G. (1989). *Permanently failing organizations*. Newbury Park, CA: Sage.
- Miles, R. E., Snow, C. C., Meyer, A. D., & Coleman, H. J., JR. (1978). *Organizational strategy, structure, and process*. New York: McGraw-Hill.

- Miles, R. E., Snow, C. C., Meyer, A. D., & Coleman, H. J., Jr. (1978). Organizational Strategy, structure, and process. *The Academy of Management Review*, 3(3), 546-562.
- Miller, D. (1988). Relating Porter's business strategies to environment and structure: Analysis and performance implications. *Academy of Management Journal*, 31(2), 280-308. Retrieved April 7, 2004, from ProQuest database.
- Miner, J. B. (1978). *The management process: Theory, research, and practice* (2nd ed.). Macmillan Publishing.
- Miner, J. B., Singleton, T. M., & Luchsinger, V. P. (1985). *The practice of management*. Columbus, OH: Charles E. Merrill Publishing Company.
- Mintzberg, H. (1983). *Structure in fives: Designing effective organizations*. Englewood Cliffs, NJ: Prentice-Hall.
- Nutt, P. C. (1986). Tactics of implementation. *Academy of Management Journal*, 29(2), 230-261.
- Nutt, P. C., & Backoff, R. W. (1997). Transforming organizations with second-order change. In W. A. Pasmore & R. W. Woodman (Eds.), *Research in organizational change and development* (Vol. 10, 229-274). Greenwich, CT: JAI Press.
- Oakland, J. S., & Porter, L. J. (1994). *Cases in total quality management*. Oxford: Butterworth-Heinemann.
- OECD Working Papers. (1997). *Benchmarking evaluation and strategic management in the public sector*. OECD W927P 5/67. Paris: OECD.
- Omachonu, V. K., & Ross, J. E. (1994). *Principles of total quality*. Delray Beach, FL: St. Lucie Press
- Ouchi, W. G. (1981). *Theory Z: How American business can meet the Japanese challenge*. Reading, MA: Addison-Wesley.
- Paddock, S. C. (1997). Administrative benchmarks in management training. *Public Productivity & Management Review*, 21(2), 192-201.
- Pappas, J. M., Flaherty, K. E., & Woolridge, B. (2003). Achieving strategic consensus in the hospital setting: A middle management perspective. *Hospital Topics*, 81(1), 15-22. Retrieved April 7, 2004, from ProQuest database.
- Parks, S. (1995). Improving Workplace performance: Historical and theoretical contexts. *Monthly Labor Review*, 118(5). Retrieved April 7, 2004, from InfoTrac database.

- Pasmore, W. A. (1988). *Designing effective organizations: The sociotechnical systems perspective*. New York: Wiley.
- Perrow, C. (1970). *Organizational analysis: A sociological view*. Belmont, CA: Wadsworth Publishing Company.
- Perrow, C. (1979). *Complex organizations: A critical essay* (2nd ed.). Dallas, TX: Scott, Foresman, and Company.
- Pierce, R., & Sorkin, A. (1972). *How to conduct a psychographics study*. Chicago: Bank Marketing Association.
- Pittman, J. A., Jr. (1995). The future of the VA: Centralization, costs, politics, and presentism. *JAMA*, 273(8), 667-668.
- Porter, L. J., & Tanner, S. J. (1996). *Assessing business excellence: A guide to self-assessment*. Oxford: Butterworth-Heinemann.
- Poister, T. H. (1995). MBO in municipal government: Variations on a traditional management tool. *Public Administration Review*, 55(1), 48-56.
- Poister, T. H. (1997). *Performance measurement in state departments of transportation*. Washington, DC: National Academy Press.
- Pugh, D. S. (Ed.). (1984). *Organization theory* (2nd ed.). New York: Penguin Books.
- Raadschelders, J. C. N. (1998). *Handbook of administrative history*. New Brunswick, NJ: Transaction Publishers.
- Rainey, H. G., & Steinbauer, P. (1999). Galloping elephants: Developing elements of a theory of effective government organizations. *Journal of Public Administration Research and Theory*, 9(1), 1-32. Retrieved April 27, 2000, from ProQuest database.
- Ramanujam, V., Venkatraman, N., & Camillus, J. C. (1986). Multi-objective assessment of effectiveness of strategic planning: A discriminant analysis approach. *Academy of Management Journal*, 29(2), 347-372.
- Roemer, L. (1996). Hospital middle managers' perceptions of their work and competence. *Hospital & Health Services Administration*, 41(2), 210-235. Retrieved April 7, 2004, from ProQuest database.

- Rouse J. (1997). Resource and performance management in public service organizations. In K. Isaac-Henry, C. Painter, & C. Barnes (Eds.), *Management in the public sector: Challenge and change* (2nd ed.) (pp. 73-104). Boston: International Thomson Business Press.
- Rubin, A., & Babbie, E. (1997). *Research methods for social work* (3rd ed.). Pacific Grove, CA: Brooks/Cole.
- Salant, P., & Dillman, D. A. (1994). *How to conduct your own survey*. New York: John Wiley & Sons.
- Schachter, H. L. (1995). Reinventing government or reinventing ourselves: Two models for improving government performance. *Public Administration Review*, 55(6), 530-537.
- Schilling, M. A., & Schilz, M. (1998). Improving the organization of environmental management: Ecosystem management, external interdependencies, and agency structures. *Public Productivity & Management Review*, 21(3), 293-308.
- Searle, S. R., & Udell, J. G. (1970). The use of regression on dummy variables in management research. *Management Science*, 16(6), B-397-B-409.
- Sharpe, G. W., Odegaard, C. H., & Sharpe, W. F. (1994). *A comprehensive introduction to park management* (2nd ed.). Champaign, IL: Sagamore.
- Shavelson, R. J. (1996). *Statistical reasoning for the behavioral sciences* (3rd ed.). Boston: Allyn and Bacon.
- Shrode, W. A., & Voich, D., JR. (1974). *Organization and management: Basic systems concepts*. Homewood, IL: Richard D. Irwin.
- Singh, S. N. (1997). *Administrative culture and development*. New Delhi, India: Mittal Publications.
- Smith, G. P. (1997). *The new leader: Bringing creativity and innovation to the workplace*. Delray Beach, FL: St. Lucie Press.
- Smith, S. L. J. (1990). *Dictionary of concepts in recreation and leisure studies*. New York: Greenwood Press.
- Sorge, A., & Warner, M. (Eds.). (1997). *The IEBM handbook of organizational behavior*. London: International Thomson Business Press.
- Stanbury, W. T., & Thompson, F. (Eds.). (1982). *Managing public enterprises*. New York: Praeger.

- Stanton, J. M., & Barnes-Farrell, J. L. (1996). Effects of electronic performance monitoring on personal control, task satisfaction, and task performance. *Journal of Applied Psychology*, 81(6), 738-745.
- Stewart, G. L., & Manz, C. C. (1997). Understanding and overcoming supervisor resistance during the transition to employee empowerment. In W. A. Pasmore & R. W. Woodman (Eds.), *Research in Organizational Change and Development* (Vol. 10, pp. 169-196). Greenwich, CT: JAI Press, Inc.
- Storey, J. (Ed.). (1995). *Human resource management: A critical text*. London: Routledge.
- Tannenbaum, R. J., & Wesley, S. (1993). Agreement between committee-based and field-based job analysis. *Journal of Applied Psychology*, 78(6), 975-980.
- Tarter, J. L. (1974). *Managing by objectives for public administrators*. Washington, D. C.: National Training and Development Service Press.
- Tavakoli, I., & Perks, K. J. (2001). The development of a strategic control system for the management of strategic change. *Strategic Change*, 10(5), 297-305. Retrieved April 7, 2004, from ProQuest database.
- Terziovski, M., Howell, A., Sohal, A., & Morrison, M. (2000). Establishing dependence between TQM and the learning organization: A multiple case study analysis. *The Learning Organization*, 7(1), 23-31. Retrieved January 3, 2003, from Emerald-Library database.
- Thompson, A. A., JR., & Strickland, A. J., III (1995). *Crafting & implementing strategy: Text and readings* (6th ed.). Chicago: Irwin.
- Transportation Research Board. (1997). *Performance measurement in State Departments of Transportation* (Synthesis of Highway Practice 238). Washington, D.C.: National Academy Press.
- Tripodi, T. (1983). *Evaluative research for social workers*. Englewood Cliffs, NJ: Prentice-Hall.
- Twight, B. W. (1983). *Organizational values and political power: The Forest Service versus the Olympic National Park*. University Park, PA: The Pennsylvania University Press.
- United States Office of Personnel Management. (1999). *Senior Executive Service: Survey of Senior Executive Service - 1999*. Retrieved April 30, 2000 from <http://www.opm.gov/ses/survey.html>

- Valentine, N. M. (2001). Quality measures essential to the transformation of the Veterans Health Administration: Implications for nurses as co-creators of change. *Journal of Nursing Care Quality*, 15(4), 48-59.
- Vasu, M. L., Stewart, D. W., & Garson, G. D. (1998). *Organizational behavior and public management* (3rd ed.). New York: Marcel Dekker.
- Varney, G. H. (1987). *Goal-driven management: Getting back to basics*. Lexington, MA: Lexington Books.
- Wagner, J. A., III., & Hollenbeck, J. R. (1998). *Organizational behavior: Securing competitive advantage* (3rd ed.). Upper Saddle River, New Jersey: Prentice Hall.
- Waldman, D. A., Bass, B. M., & Einstein, W. (1987). Leadership and outcomes of performance appraisal processes. *Journal of Occupational Psychology*, 60(3), 177-186.
- Waldman, D. A., & Yammarino, F. J. (1999). CEO charismatic leadership: Levels-of-management and levels-of-analysis effects. *Academy of Management Review*, 24(2), 266-285. Retrieved April 21, 2000 on-line from Proquest on-line database.
- Watson, C. E. (1981). *Results-oriented managing: The key to effective performance*. Reading, MA: Addison-Wesley.
- Weber, P. S., & Manning, M. R. (1998). A comparative framework for large group organizational change interventions. In R. W. Woodman & W. A. Pasmore (Eds.), *Research in Organizational Change and Development* (Vol. 11, pp. 225-252). Greenwich, CT: JAI Press, Inc.
- Weick, K. E. (1995). *Sensemaking in organizations*. Thousand Oaks, CA: Sage.
- Wehrich, H. (1985). *Management excellence: Productivity through MBO*. New York: McGraw-Hill.
- Weirsmas, W. (1991). *Research methods in education: An introduction* (5th ed.). Boston: Allyn and Bacon.
- Weiss, C. H. (1998). *Evaluation: Methods for studying programs and policies* (2nd ed.). Upper Saddle River, NJ: Prentice Hall.
- Weiss, J. A., & Piderit, S. K. (1999). The value of mission statements in public agencies. *Journal of Public Administration Research and Theory*, 9(2), 193-223. Retrieved April 27, 2000 from ProQuest on-line database.

- Wells, D. L., & Doherty, L. M. (1994). *A handbook for strategic planning* (TQLO Pub. No. 94-02) [On-line]. Arlington, VA: Department of the Navy, TQL Office. Available: <http://tql-navy.org/tqlpub/index.html>
- Wells, D. L. (1996). *Strategic management for senior leaders: A handbook for implementation*. Arlington, VA: Department of the Navy Total Quality Leadership Office.
- Wheatley, M. J. (1992). *Leadership and the new science: Learning about organization from an orderly universe*. San Francisco: Berrett-Koehler Publishers.
- Wild, R., & Lowes, B. (1977). *The principles of modern management* (2nd rev.). New York: Holt, Rinehart and Winston.
- Wilderom, C. P. M., Glunk, & Maslowski, R. (2000). Organizational culture as a predictor of organizational performance. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture & climate*. Thousand Oaks: Sage.
- Wilkins, A. L., & Ouchi, W. G. (1983). Efficient cultures: Exploring the relationship between culture and organizational performance. *Administrative Science Quarterly*, 28(3), 468-481.
- Woodman, R. W., & Pasmore, W. A. (Eds.). (1987). *Research in organizational change and development*. Greenwich, CT: JAI Press, Inc.
- Yin, R. K. (1984). *Case study research: Design and methods*. Beverly Hills, CA: Sage.

MICHIGAN STATE UNIVERSITY LIBRARIES



3 1293 02736 3435