

CHAPTER V

Conclusions and Suggestions

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INTRODUCTION:

The present study is about the Organizational Climate and Job Satisfaction with reference to the Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited, Kolhapur. Organizational climate is the human environment within which an organization's employees do their work. Each organization has its own culture, traditions and methods of action, which constitute its climate. Organizational climate is a multi-dimensional phenomenon, because it is related to the policies and practices as perceived by the members of the organization. Organizational climate influences on the job satisfaction. Job satisfaction is a set of favourable or unfavourable feelings with which employees view their work. It also means the general level of attitudes within a group. It is said that the organizational climate is derived from an organizational behaviour system that includes philosophy and goals, leadership, formal and informal organizations and social environment.

Favourable organizational climate influences a higher job satisfaction. If there is an unfavourable organizational climate, then frustration may arise in the organization.

The selected organizational climate areas in the present study are goal setting and leadership style, decision-making, communication processes, job content, motivational condi-

tions, management responsibility, power and influence processes, size and structure and working environment. Similarly, job satisfaction areas are physical, social, esteem, self-education and autonomy.

OBJECTIVES:

The main objectives of the present study are:-

1. To study the organizational climate of a co-operative organization;
2. To study the job satisfaction of the employees belonging to the Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited, Kolhapur;
3. To study the relationship between organizational climate and job satisfaction;
4. To study the perception of organizational climate of white collar employees, supervisors and the managers;
5. To study the actual and desired dimensions of organizational climate among the employees.

SAMPLES:

Totally one hundred samples were drawn from the Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited, Kolhapur, which includes 45 white collar employees, 44 supervisors and 11 managers of the organization.

FINDINGS:

The findings of the present study are as follows:-

- 1) The perception of the organizational climate differs between the actual and desired dimensions among the employees.

The mean score of organizational climate as projected by white collar employees in 'actual' dimensions is 155.37 and in 'desired' dimensions, it is 209.33. The difference between the two mean dimensions is 53.96. Similarly, the mean score as projected by the supervisory cadre in 'actual' dimensions is 159.27, whereas in 'desired' dimensions, it is 205.52. The difference between the mean scores is 46.25 and lastly, the mean score as projected by the managers in 'actual' dimensions is 151, whereas in 'desired' dimensions, it is 213.45. The difference between the mean scores is 62.45.

The 't' values of the above mean scores are 6.66, 5.55 and 2.75, which are significant at <0.01 level. So, it is concluded that the perception of organizational climate in 'actual' and 'desired' dimensions differs among the white collar employees, supervisors and managers.

- 2) The employees of the organization wanted to have desired organizational climate in their organization.

The mean scores of the organizational climate in 'desired' dimensions are:- the 'desired' dimension score as project-

-ed by white collar employees is 209.33, whereas for the supervisors, it is 205.52. Similarly, the managers' projected score is 213.45. Such mean-values or scores are higher than that of the 'actual' dimensions of organizational climate. So, it indicates that the employees of the organization wanted to have 'desired' organizational climate in their organization.

They want that the decisions should be made by processing the files promptly. Considerable pains also should be taken by the supervisors and the knowledgeable colleagues to help an employee who wants to learn about his job, doing things in a better manner. They also want to have more information about their duties and work. They desire that the organization should always be in a position to accept new ideas and should offer more facilities and opportunities for individual work. They further desire that the communication process should be improved so that any distortions and inaccuracies could be avoided. The employees also desire that the top management should be more aware of the working conditions of the employees. The employees feel that due credit and appreciation should be accorded to individual employees for thinking and designing innovative processes resulting into a net gain to the organization; and also feel that the organization should extend the necessary facilities for the self-improvement of an individual employee.

The employees desire to have such type of organizational climate in their organization.

3) Only the managers are satisfied with their job. The white collar employees and supervisors are not satisfied. The job satisfaction mean score as projected by the white collar employees is 83.42 and as projected by the supervisors, it is 83.40, both of which are less than the obtainable mean score of 90, whereas the mean score as projected by the managers is 91.00, which is more than the obtainable mean score. It indicates that the managers are satisfied with their job.

4) There is no correlation between the actual organizational climate and job satisfaction as far as the white collar employees and supervisors are concerned. This result is agreed with Gavin (1975) and LaFollette and Sims (1975).

The fact of the relationship between the organizational climate and job satisfaction is applicable only to the managers. This result agrees with the studies conducted by Beer (1971), Litwin and Stringer (1968), Friendlander and Newton (1969) as well as Kumar, Pant and Bohra, C. (1979).

Thus, it can be concluded that there is a certain relationship between organizational climate and job satisfaction.

SUGGESTIONS:

1) The employees of the organization want to have desired organizational climate in their organization. The management should consider a change in the organizational climate slowly for the betterment of the organization.

- 2) The white collar employees and supervisors are not satisfied in their jobs. So, more avenues should be made available to them for ensuring greater job satisfaction among the white collar employees as well as supervisors.
- 3) There is certain relationship between organizational climate and job satisfaction, as revealed while considering the managers. But there is no relationship between the organizational climate and job satisfaction as revealed by the information projected by the white collar employees as well as supervisors. So, incorporation of proper adjustments should be considered.
- 4) The leadership style should be changed into a more acceptable one to the supervisors and white collar employees.
- 5) More participative management should be introduced in the organization.
- 6) The communication barriers must be eliminated and upward communication system must be encouraged.
- 7) The management must be receptive to the ideas put forward by the employees.

LIMITATIONS:

The limitations of the present study are:-

- 1) The samples for the present study has been restricted to the Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited, Kolhapur, with a single unit only.
- 2) It is very difficult to draw any definite conclusions about the organizational climate of a co-operative organization

by studying only a single organization. Many such organizations must be studied so that a tentative conclusion can be drawn.

SUGGESTIONS FOR FUTURE STUDY:

- 1) The present study has been restricted to only nine organizational climate areas and five job satisfaction areas. There is a wide scope for the future research to know the various areas of organizational climate and job satisfaction.
- 2) The study can be extended by taking more samples from various organizations.
- 3) The future researcher can also consider the relationship between the organizational climate and motivation as well as performance, in addition to other organizations.

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