

## **CHAPTER IV**

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### **Analysis and Interpretation**

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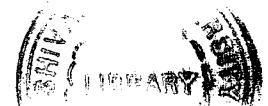
**CHAPTER - IV**  
**ANALYSIS AND INTERPRETATION**

**INTRODUCTION:**

The main objective of the present research is to study the organizational climate and job satisfaction. For the purpose of collecting the required data, the researcher has used the 'Organizational Climate Questionnaire' as well as 'Job Satisfaction Inventory'. In the Organizational Climate Questionnaire, 'actual' and 'desired' dimensions of the organizational climate are included. Both the questionnaires are in a 5-point scale. Organizational Climate Questionnaire contained sixty statements related to organization. Similarly, Job Satisfaction Inventory contained thirty statements related to job and the various aspects of job.

The sample constitutes three categories of employees such as white collar employees, supervisory cadre and managerial category. The samples were drawn from the Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited, Kolhapur. The total strength of the employees of this Unit was 748, which included white collar employees, supervisors and managers.

Among the white collar employees, 10% of the sample were collected randomly, which constituted 45 samples. Similarly, 44 samples were taken from the supervisory cadre. Out of 16 managers, the researcher had taken 11 managers for the study.



The mean, standard deviation, 't' test values and correlation were tabulated for all the three categories of the employees.

The data collected on Organizational Climate was tabulated.

TABLE No.1 represents the mean, standard deviation and 't' values of the organizational climate projected by the white collar employees.

TABLE NO.1

Category	Organizational Climate			
	Actual	Desired	Difference between Mean Value	't' value
White Collar Employees				
Mean	155.37	209.33	53.96	
S.D.	41.95	19.16	-	
't' value	-	-	-	6.66*

\*Level of Significance : <0.01.

As indicated earlier, the present study is on organizational climate of the Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited, Kolhapur.

The mean score of organizational climate in the 'actual' dimension is 155.37 whereas in 'desired' dimension, it is 209.33. The difference between the two mean dimensions is 53.96.

Similarly, the standard deviation is 41.95 in 'actual' dimension and 19.16 in the 'desired' dimension. The 't' test value is 6.66 which is significant at 0.01 level.

It means that there is a difference between the 'actual' dimensions of organizational climate and the 'desired' dimensions of organizational climate projected by the white collar employees.

TABLE No.2 indicates the mean, standard deviation and 't' test values of the organizational climate as projected by supervisory cadre.

TABLE NO.2

Category	Organizational Climate			
	Actual	Desired	Difference between Mean Value	't' value
Mean	159.27	205.52	46.25	5.55*
S.D.	42.16	18.48	-	
't' value	-	-	-	

\*Level of Significance : <0.01.

The Table shows the mean score of organizational climate in 'actual' dimension as 159.27 whereas in 'desired' dimension, it is 205.52. The difference between the two mean dimensions is 46.25.

The Table also represents the standard deviation in 'actual' dimension as 42.16, whereas in 'desired' dimension, it is 18.48.

The 't' test value is 5.55 which has significance at 0.01 level. It indicates that there is a difference between the 'actual' dimension of organizational climate and the 'desired' dimension of organizational climate as projected by the supervisors.

TABLE No.3 shows the mean, standard deviation and 't' value of organizational climate projected by the managers.

TABLE NO.3

Category	Organizational Climate			
	Actual	Desired	Difference between Mean Value	't' value
Mean	151.00	213.45	62.45	
S.D.	60.85	16.02	-	
't' value	-	-	-	2.75*

\*Level of Significance : <0.01.

The Table indicates the mean score of the organizational climate in 'actual' dimension as 151 and in 'desired' dimension, as 213.45. The difference between the two mean scores is 62.45.

Similarly, the standard deviation in 'actual' dimension is 60.89 whereas, in 'desired' dimension, it is 16.02. The 't' value of 2.75 (significant at 0.01 level), is an indication of the difference between the actual and the desired dimensions of the organizational climate, as projected by the managers.

The first hypothesis which is to be tested in the present study is that "the perception of the organizational climate differs between the actual and the desired dimensions among the employees".

The hypothesis is accepted on the ground that the 't' test value is significant in all the three categories of employees such as white collar employees, supervisors and managers.

It indicates that the organizational climate in the organization is not very good because there is a high difference between the mean score of the 'actual' and 'desired' dimensions of organizational climate. It is projected by all the three categories of the employees.

The area of organizational climate, i.e. leadership style, must be changed. Similarly, the motivational conditions, decision-making, communication processes, management responsibility, working environment, size and structures, must also be changed into a better manner; so that the desired organizational climate can be established.

The data collected on Job Satisfaction was tabulated. Job satisfaction indicates the favourable or unfavourable attitudes of employees towards their job. The main area of job-satisfaction used in the present study is related to physical, social, esteem, self-actualization and autonomy.

TABLE No.4 indicates the mean and standard deviation of job satisfaction score of white collar employees.

TABLE NO.4.

Category	Job Satisfaction	
	Mean	S.D.
White Collar Employees	83.42	11.82

The mean score was 83.42 and the standard deviation was 11.82. The maximum obtainable score for all the thirty statements of Job Satisfaction Inventory put together may come to 150 and its mean would be 90 (from one question, the mean would be 3. Hence, from 30 statements, the mean would be 90).

The mean score was 83.42, i.e. less than 90, it indicates that the white collar employees are not satisfied.

TABLE No.5 represents the mean and standard deviation of job satisfaction as projected by the supervisors.

TABLE NO.5

Category	Job Satisfaction	
	Mean	S.D.
Supervisory	83.40	9.24

The Table represents that the mean score is 83.40 whereas, the standard deviation is as 9.24. The mean score is less than 90. It indicates that the supervisors are not satisfied.

TABLE NO.6 indicates the mean and standard deviation of job satisfaction projected by the management category.

TABLE NO.6

Category	Job Satisfaction	
	Mean	S.D.
Managerial	91.00	13.20

The Table indicates that the mean score is 91.00 and standard deviation is 13.20. Here, the mean score is more than the obtainable mean score of 90. It indicates that the managers are satisfied with their job.

**Analysis of Correlation between the Actual Organizational Climate and Job Satisfaction:**

The correlation between actual organizational climate and job satisfaction is tabulated for all the three categories of employees, namely, white collar employees, supervisors and managers. The correlation is tabulated to know the relationship between actual organizational climate and job satisfaction.

TABLE NO.7 indicates that the correlation between actual organizational climate and job satisfaction projected by three categories of employees, namely, white collar employees, supervisors and managers.

TABLE NO.7

Categories of Employees	Correlation (r)
White Collar Employees	0.13
Supervisors	0.13
Managers	0.64*

\* < 0.01

The above Table represents that the correlation between actual organizational climate and job satisfaction projected by white collar employees was 0.13; by supervisors was 0.13; and by managers, it was 0.64.



It indicates that there is no correlation between actual organizational climate and job satisfaction as far as white collar employees and supervisors is not significant.

There is a correlation between actual organizational climate and job satisfaction as far as managers are concerned; because the correlation as projected by the managers is significant at  $<0.01$  level.

The second hypothesis to be tested in the present study is, "There is a correlation between the organizational climate and job satisfaction".

This hypothesis is true in case of managers, whereas it is not true in case of white collar employees and supervisors. It means there is a relationship between the organizational climate and job satisfaction. This result agrees with the studies conducted by Beer (1971), Litwin and Stringer (1968), Rensis Likert (1977) and Kumar P. and Bohra (1979).

On the other hand, the fact is not acceptable because there is no relationship between organizational climate and job satisfaction, as projected by white collar employees as well as the supervisors. This result agrees with the studies conducted by Gavin (1975) and Lafollette and Sims (1975).

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

The fifth and last Chapter deals with conclusions and suggestions.

The major findings of the present study are given below:-

1. The perception of organizational climate differs between the actual and desired dimensions among the employees;
2. The employees of the organization want to have desired organizational climate in their organization;
3. The white collar employees and supervisors are not satisfied with their job. Only the managers are satisfied with their job;
4. There is a relationship between actual organizational climate and job satisfaction. This fact is applicable only to the managers; and it is not applicable in case of white collar workers.