

CHAPTER III

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The present study is aimed at assessing the organizational climate and job satisfaction in the 'Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited, Kolhapur'. This organization is a co-operative organization in a dairy set-up.

Thus, the study also focuses on the relationship between the organizational climate and job satisfaction. The main organizational climate areas are:-

1. Goal setting and leadership style,
2. Decision making,
3. Communication Processes,
4. Job content,
5. Motivational conditions,
6. Management responsibility,
7. Power and influence processes,
8. Size and structure,
9. Working environment.

The job satisfaction areas are:-

1. Physical,
2. Social,
3. Esteem,
4. Self-actualization
5. Autonomy.

Organizational climate is an important factor to be considered while analysing various organizations because it has a profound influence on the outlook, well being and the attitudes of the organizational members and thus, on their total performance.

It is said that the organizational climate and the job satisfaction are difficult to define. Both the variables are related to each other. 'Job satisfaction' means favourable or unfavourable attitudes of the employees towards their jobs.

Favourable organizational climate influences higher job satisfaction. It also increases the productivity of the organization because it influences job satisfaction and the job satisfaction also leads to performance and as such, there is an increase in the productivity of the organization. In this context, the present study is aimed at analysing the organizational climate and job satisfaction.

STATEMENT OF THE PROBLEM:

The statement of the present investigation is "A Study of Organizational Climate and Job Satisfaction with reference to the Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited, Kolhapur Gokul-Shirgaon, B-1, M.I.D.C., Kolhapur.

OBJECTIVES OF THE STUDY:

Based on the theoretical assumptions mentioned above, the present study aims at investigating the organizational climate and the factors influencing job satisfaction of the employees of the Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited, Kolhapur.

The following are the objectives of the study:-

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 Utpadaka 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.

HYPOTHESES:

Based on the above mentioned objectives, the following hypotheses were formed:-

1. The perception of organizational climate differs between the actual and desired dimensions among the employees;
2. There is a correlation between organizational climate and job satisfaction;

RESEARCH TOOLS:

1) Organizational Climate Questionnaire (1981)*

This questionnaire contains sixty statements about the organizations. Five alternatives have been given for each statement. The respondents have to select one of the alternatives

*Organizational Climate Questionnaire (1981) is taken from the book "Behaviour Processes in Organizations" (1981) by Udai Pareek, T.V.Rao and D.M.Pestonjee (the tool is developed by Somnath Chattopadhyay).

about their organization under 'A' (i.e. actual). Then the respondent has to choose an alternative opinion which is desirable for the organization under column 'D' (i.e. desirable). The organizational climate questionnaire is related to the factors such as goal setting and leadership style, decision making, communication process, job content motivation, management responsibility, power and structure and working environment.

2) Job Satisfaction Inventory (1974)

The Job Satisfaction Inventory (JSI) is in the Likert Format with five response categories from "very much more than what it should be" to "very much less than what it should be", covering all the five areas, namely physical, social, esteem, autonomy and self-actualization. For measuring satisfaction, Porter (1962) used two measures, "how much is there now" and "how much should be there" and the difference between these two measures gave an index of perceived need deficiency. But in the Job Satisfaction Inventory (JSI), the measures have been combined into a single index. The subject himself makes an evaluative judgement between "how much is there now" and "how much should be there" and gives his response as 'less' or 'more' than what it should be.

The split half reliability of the scale correlated by Spearman-Brown Formula was .873.

CONTENTS:

The organizational climate questionnaire has two alternatives, one is the 'actual' and the other one is 'desires'. The questionnaire is in a five point scale and contains sixty statements.

The job satisfaction inventory is also in a five point scale, ranging from "very much less than what it should be" to "very much more than what it should be". There are about thirty statements in the Job Satisfaction Inventory.

ADMINISTRATION AND SCORING:

The questionnaire was directly given to the respondents after taking permission from the Managing Director (MD) of the Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited, Kolhapur.

The instruction was given in the questionnaire itself. Both the questionnaires were translated into Marathi. Expert opinion was sought to test the validity of translation. The experts were from the field of academics, language experts, both in Marathi and English.

The organizational climate scoring was carried out from 1 to 5 for both 'actual' and 'desired' dimensions.

Similarly, the job satisfaction inventory (JSI) scoring was also carried out in the same format from 1 to 5.

SAMPLES:

Samples were drawn from the Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited, Kolhapur. Before data collection, the information regarding personnel was collected from the organization. The strength of the staff is 748, which includes managers, supervisors and white collar employees.

The category of the samples was divided into three groups, namely, white-collar employees, supervisors and the

managers. Among the white collar employees, 10% of the samples were collected randomly which constituted 45 samples. Similarly, 44 samples were taken from the supervisory cadre. Out of 16 managers, 11 managers were administered the questionnaires.

STATISTICAL ANALYSIS:

White collar employees, supervisors and managers are the three different segments of the sample.

The mean and standard deviation was tabulated for all the three categories, namely white-collar employees, supervisors and managers.

Similarly, 't' test value is also tabulated.

CORRELATION:

Correlation is a statistical device which can be used to measure the amount of similarity and variation. It is a relationship between two sets of observations.

The correlation was also tabulated for all the three segments of the sample.

The data was analysed with the help of a computer from Chh. Shahu Central Institute of Business Education and Research, Kolhapur. The **Fourth Chapter** deals with the analysis and interpretation of data.

SUMMARY:

The study is aimed at assessing the organizational climate and job satisfaction in Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited, Kolhapur.

In the study, the various organizational climate areas such as goal setting and leadership style, decision making, communication process, job-content, motivational conditions, management responsibility, size and structure and working environment have been studied by the researcher and job satisfaction areas such as physical, social, esteem, self-actualization and autonomy have also been studied by the researcher.

For collecting the data, the researcher used the organizational climate questionnaire and job satisfaction inventory. Both the questionnaires were in a five-point scale.

Among the three categories of employees, the researcher has chosen 100 employees for study.

The researcher has lastly made the Tables for the mean, standard deviation and correlation of all the three categories of employees.

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