

CHAPTER - V
CONCLUSIONS AND SUGGESTIONS

The aim of the present study was to evaluate the organizational climate (hospital climate) perceived by the medical and paramedical staff of the Dr.V.M.Medical College, Solapur. Further, the study was also related to the job satisfaction.

The hospital climate areas taken for the study were: Coordination, Technical and professional advancement, Freedom in the work, Reward system, Decision-making process, Leadership, Participation, Communication and Responsibility. The areas of job satisfaction considered were: Job, Management, Personal adjustment and Social relationship.

Objectives:

The main objectives of the study were:

1. To develop an organizational (hospital) climate questionnaire;
2. To evaluate the organizational climate perceived by the medical staff in the hospital;
3. To assess the cognitive aspects of the organizational climate experienced by the paramedical staff;
4. To study the organizational climate in a hospital set-up;
5. To study the job satisfaction amongst the medical and paramedical staff;

6. To study the relationship between the organizational climate and job satisfaction;
7. To compare the job satisfaction dimensions between medical and paramedical staff.

Samples:

Totally 130 samples were collected from the Dr.V.M.Medical College, Solapur. The samples included 65 medical staff and 65 paramedical staff.

INFERENCES:

The inferences of the present study are as follows:

1. The hospital climate with regard to 'coordination', there is a difference in the perception by the medical and paramedical staff. 't' value is significant at 0.01 level.
2. The hospital climate related to 'technical and professional advancement' does not vary between medical and paramedical staff, as the 't' value is 1.36, which is insignificant.
3. The climate dimension related to 'Freedom in the work' has been perceived by medical and paramedical staff differ in their outlook. The medical staff feels more freedom in their job as compared to paramedical staff.
Hospital climate related to 'Reward system' differs between medical and paramedical staff. The mean score of paramedical staff is less than mean score of the medical staff.

5. The climate dimension related to 'Decision-making process' does not vary between medical and paramedical staff, as the 't' score is 1.24 which is not significant.
6. Hospital climate related to 'Leadership' differs between medical and paramedical staff, the 't' value is significant.
7. The climate dimension of 'participation' differs between medical and paramedical staff. The mean score of medical staff is more than mean score of paramedical staff.
8. Hospital climate related to 'Communication' differs between medical and paramedical staff, as the 't' score is 5.89 which is significant at 0.01 level.
9. The climate dimension related to 'Responsibility' differs between medical and paramedical staff, as the mean score of medical staff is more than the mean score of paramedical staff.
10. Hospital climate related to Coordination, Reward system, Decision-making process, Leadership, Participation, Communication and Responsibility does not vary between male medical staff and female medical staff, as the 't' score of each dimension is not significant at 0.01 level.
11. The climate dimensions related to 'Freedom in the work, Technical and professional advancement have been perceived by male and female medical staff differ in their outlook. The male medical staff feels more

freedom in the job and have more chances of advancement as compared to their counterparts.

12. The climate dimensions related to professional advancement and communication differs between male and female paramedical staff, as the 't' score is significant at 0.05 level.
13. Hospital climate related to Coordination, Freedom in the work, Reward system, Decision-making process, Leadership, Participation and Responsibility, does not vary between male and female paramedical staff.
14. In general, high correlation is established between all the dimensions of hospital climate amongst the medical and paramedical staff.
15. Both medical and paramedical staff were highly satisfied on different dimensions of job satisfaction.
16. Paramedical staffs were more satisfied than the medical staff.
17. Medical and paramedical staff projected highest mean score for management and personal adjustment dimensions of job satisfaction.
18. Female medical and paramedical staff were better satisfied in their job than their counterparts.
19. Hospital climate was highly correlated with job satisfaction.

LIMITATIONS:

1. The study has been restricted to only one medical college. To derive better conclusions, more hospitals specially run by the professionals should be brought under study.
2. The samples were drawn according to the convenience techniques.

THEORETICAL AND PRACTICAL IMPLICATIONS:

Inspite of many researches, the controversy related to organizational climate continue to grow. One section of the researchers has attributed the organizational climate as the situation existing in the organization and they have termed it as a 'situational variable'.

On the other hand, another school of thought was of the opinion that the organizational climate is related to cognitive aspects of the employees. Since hospital climate is also considered as organizational climate. It is logical step to consider, in similar fashion, either attributing to the situational variables or cognitive aspects of the employees.

Theoretically speaking, it is more appropriate in the present study to translate the hospital climate dimensions into a situational variables which is governed by the organizational policies.

Except Technical and professional advancement and Decision-making process, rest of the hospital climate dimensions such as Coordination, Freedom in the work, Reward system, Leadership, Participation, Communication and Responsibility differ between medical and paramedical staff. Though the organization is the same, two sections of the employees (medical and para medical) have different situational outcomes within the system. As usual, in any hospital, by and large, the medical staff is dominating compared to the paramedical staff.

Similarly, when the analysis was made between male and female medical staff, hospital climate dimensions were more favourable to male, especially in the area of Freedom in the work and also Technical and professional advancement.

Similarly, the paramedical staff, male employees have an edge over their counterparts in the area of Technical and professional advancement and Communication.

There is a perfect correlation between all the dimensions of hospital climate considered for the present study. It indicates that the tool is more reliable for conducting future studies.

The job satisfaction as it was defined by Locke as pleasurable or positive emotional state resulting from

the appraisal of one's job or job experience. Overall satisfaction index indicates a better satisfaction between medical and paramedical staff. Both the personal adjustment and management index score indicates better job satisfaction amongst the medical as also paramedical staff.

Overall job satisfaction was better pronounced by the paramedical staff. It may be attributed that the Medical College is run by the Government where job security is more and other facilities are available to the paramedical staff. But as far as medical staff is concerned, such facilities are of secondary importance, because the advancement is more possible among the medical staff.

SCOPE FOR FUTURE STUDY:

1. Hospital climate and organizational climate had been used interchangeably so far. However, probably, the scope for future study lies in attempting to make a clear distinction between these two; although such a distinction cannot be totally isolated from the organizational climate. A clearcut operational definition on the lines of cognitive aspects of the hospital climate is necessary.
2. The situational variables are also important in hospital climate approach. An indepth analysis of situational factors from the point of management practices is also necessary. Job satisfaction would make the future researcher to understand the hospital climate more precisely than what it is today.

3. In Indian context, absolutely no attempt has been made in evaluating and correlating the hospital climate with Leadership dimension and Organizational commitment. So, future researcher can devote on this aspect also.

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