
CHAPTER V

Conclusions And Suggestions

CHAPTER FIVE

CONCLUSIONS AND SUGGESTIONS

The aim of the present study is to evaluate the organizational climate perceived by the supervisors and middle level managers of The Gadag Co-operative Textile Mill Limited, Hulkoti. The study also covers the motivation analysis and the correlation between organizational climate and motivation. The organizational climate areas taken for the study are: Interpersonal Help, Formalization, Organizational Risk-taking, Autonomy and Pressure for Performance, Centralization, Lack of People Orientation, Inadequate Welfare Concern and Formalized Communication. The areas of motivation considered are Adequate Earning, Work Achievement, Opportunity for Promotion, Suitable type of Job, Comfortable Working Conditions, Opportunity to Learn a New Job, Job Security and Competition.

Objectives:

1. To evaluate the organizational climate of The Gadag Co-operative Textile Mill Limited, Hulkoti;
2. To evaluate the various dimensions of organizational climate such as interpersonal help, formalization, organizational risk-taking, autonomy and pressure for performance, centralization, lack of people orientation, inadequate welfare concern, formalized communication, non-participative climate and lack of standardization

as perceived by the Supervisors and the middle level managers;

3. To study the motivation of supervisors and middle level managers;
4. To investigate the relationship between organizational climate and motivation.

Samples:

Totally, one hundred samples were collected from The Gadag Co-operative Textile Mill Limited, Hulkoti. The samples included 75 supervisors and 25 middle level managers.

Findings:

Based on the past studies, there is a general assumption that when an organizational structure changes,, climate will also change. The present study has proven this logic. The findings of the present study are as follows:-

1. The organizational climate with regard to the Interpersonal Help does not vary between supervisors and middle level managrs, as the 't' score is 0.30, which is insignificant.
2. Considering the organizational climate relating to Formalization, there is a difference in the perception by the supervisors and middle level managers. The mean score of middle level managers is more as compared to supervisors. It indicates that middle level managers are acquainted with the rules and procedures of the organization.

The study reveals that there is a stress on supervisors relating to procedures, rules and discipline.

3. The conceptual belief is that higher the level of management, more will be the risk. This is proved in the present study. The mean score of middle level managers is more as compared with the supervisors.

The study reveals that the supervisors are not ready to undertake a risk of new ideas. They prefer slow, safe and sure approaches.

4. The 't' score of the Autonomy and Pressure for Performance is 12.31, which is significant at 0.001 level. It indicates that the middle level managers are more perceived to Autonomy and Pressure for Performance.

It reveals that there is more pressure on supervisors to improve performance. Supervisors are not left free to set their own performance goals.

5. The organizational climate relating to Centralization differs in between supervisors and middle level managers. The mean score of supervisors is less than the middle level managers.

It reflects that the power is centralized in higher levels of management. Supervisors are asked to seek the permission for every matter.

6. The organizational climate with regard to the Lack of People Orientation, there is no difference between supervisors and middle level managers. The 't' score is 0.67 which is insignificant. It means that both are equally perceived.
7. Considering the impact of Non-Participative Climate on organizational climate, there is no difference in the perception of supervisors and middle level managers. The 't' score is 0.37, which is insignificant.
8. The organizational climate relating to Lack of Standardization, there is no variation in the perception by the supervisors and middle level managers, as the 't' score is insignificant.
9. The impact of Inadequate Welfare Concern on organizational climate varies between the supervisors and middle level managers. The 't' value is 7.12, which is significant. The mean score of the middle level managers is high. It means that they are satisfied with the welfare facilities.

The lower mean score of supervisors indicates their dissatisfaction relating to welfare activities.
10. Organizational climate with regard to the Formalized Communication, supervisors and middle level managers perceived differently. The mean score of the middle level managers indicates their satisfaction over the communication pattern of the organization.

11. The supervisors have shown their priority towards the motivational dimensions such as Suitable type of Job, Work Achievement and Comfortable Working Conditions. The least priority dimensions are Adequate Earnings and Competition.

To motivate the supervisors in this organization money and competition may not serve as these are relatively satisfied. Probably, suitable type of job, work achievement and comfortable working conditions serves as best motivators.

12. The priority areas of motivational dimensions for middle level managers are Work Achievement, Suitable type of Job and Opportunity for Promotion. The least score areas are Competition and Adequate Earnings. For the middle level managers, Work Achievement, Suitable type of Job and Opportunity for Promotion act as good motivators.

13. Earlier studies conducted by Litwin and Stringer on organizational climate was related to motivation. As there was progress and well established results in organizational climate, the behavioural scientists replacing motivation into organizational climate as a substitute to explain the work behaviour in the organization. From the point of the researcher, it is very difficult to explain the casual relationship between organizational climate and motivation based on the present findings.

14. According to correlation in matrix (Table no.13) related to supervisors indicates the positive relation between

organizational climate and motivation. Centralization, Lack of People Orientation, Non-Participative Climate are related with adequate earnings. We cannot give any explanation for these findings.

Further, the dimension 'Lack of Standardization' is related with Work Achievement and Suitable Type of Job. It means that if the organization allows the people to set their own goals and prepare to accept their ideas will definitely influence the Work Achievement. Similarly, they feel they are performing the right job for the right cost. The climate factors such as Autonomy and Pressure for Performance are related with Comfortable Working Conditions. It means that the individual will be allowed to set his own goals and such goal-directed behaviour will be a motivating factor.

Similarly, other correlation matrix is related to middle-level manager, which reveals a positive correlation with motivation dimensions. As compared to supervisors, the correlation between organizational climate and motivation is more explicit among the middle level managers.

Limitations:

1. The study has been restricted to only one organization. To derive better conclusions, more organizations should be brought under study.

2. Though the earlier studies made by Litwin and Stringer were related to organizational climate and motivation, a cautious note must be required while linking between organizational climate and motivation, because these two concepts are entirely different.

suggestions:

On the basis of the present study on Organizational Climate and Motivation of the Supervisors and Middle level Managers, the following suggestions are made to develop a conducive climate and motivation in the organization:

1. The organization should reduce the pressure on supervisors relating to procedures, rules and discipline. They should be given a freedom of action upto a certain level which would increase their efficiency.
2. The supervisors should be encouraged to learn new ideas, methods and procedures. The organization should not over-burden the supervisors by increasing the risks at a stretch.
3. The organization must leave the employees to set their own performance goals. There should not be any pressure on supervisors to improve the performance. They should be encouraged to improve themselves.
4. The organization should delegate certain authority to supervisors relating to day-to-day activities. It motivates

them to work hard and feel free. Centralization of authority affects the efficiency of the employees.

5. Welfare activities to the supervisors should be increased to satisfy their needs. The management should do everything for the wellbeing of the supervisors.
6. The management should adopt well established communication channels to get wholehearted co-operation from the supervisors. Good communication pattern reduces conflicts and strikes.
7. To motivate the supervisors, the organization should provide a suitable type of job and comfortable working conditions. The organization should appreciate the task done by the supervisors.
8. The middle level managers can be motivated by appreciating the work achieved and they should be assigned suitable type of job. There should be an opportunity for promotion. The promotion policy should be on sound lines.

Scope for Future Study:

1. The present study is restricted to only ten dimensions of organizational climate. There is a wide scope for future research to know organizational climates, by considering other dimensions also.

2. The present study covered only one organization. To draw better conclusions, more organizations should be considered.
3. The number of studies conducted in co-operative organizations are rare and hence, there is a wide scope for understanding the problems of co-operative organizations by further research.
4. The study of organizational climate in Indian context is still in infant stage and hence, there is a wide scope for further study on organizational climate.
5. Hardly any attempt has been made to compare the organizational climate with other dimensions such as frustration, organizational commitment, work alienation and organizational structure. Now-a-days, work alienation has received little attention in the field of management.