CHAPTER VII

SUMMARY, CONCLUSION AND SUGGESTIONS

The current business environment has become more unpredictable and challenging for the present day organizations. These organizations are continuously struggling to stay ahead of competition. Globalization has posed numerous challenges and in order to cope with these challenges, and to remain competitive and profitable, these organizations have started focussing on the sustainable resources of competitive advantage. The human resources which are considered to be valuable, vital and inimitable resources of sustainable competitive advantage are now given due importance. The success of any organization largely depends upon how the management treat their employees, how they train them, how they listen to their demands and how they recognize their efforts. The management of present organizations have started changing the focus toward their workforce who actually add value to the products and pour their effort for the benefit of the organization. The HR department of the organizations have started implementing more favourable practices and policies for their employees.

The employees who spend significant amount of their time at workplace influences as well as are influenced by policies, practices and the working environment of the organization. The management and the researchers are now making effort to know the perception of the employees towards these policies and practices and the overall working environment of the organization. This shared perception of employees towards the organizational policies, practices and the internal working environment is known as organizational climate. The favourable organizational climate results in making the employee feel comfortable at workplace and they can perform their job duties more efficiently and effectively whereas unfavourable organizational climate reduces the enthusiasm of the employees towards their work which reduces the overall productivity of the organization. Therefore, it becomes important for the organization to cultivate favourable organizational climate to harness the emerging opportunities and to meet the upcoming challenges.
Further, the climate prevailing in an organization is one of the critical factors which influence every aspect of business organization. It exerts a significant impact on the organizational outcomes in positive or negative ways. Favourable organizational climate boosts positive outcomes, whereas, unfavourable organizational climate encourages unwanted outcomes. These outcomes can be in the form of different attitudes towards job and behaviour at workplace. Organizational climate influences the attitudes of the employees towards their job in the form of job satisfaction, job involvement and organizational commitment, as well the behaviour of the employee at workplace in the form of organizational deviance, organizational citizenship behaviour and turnover intentions. Therefore, it has been considered as a meaningful construct that helps in understanding human behaviour in organizations.

The growing significance placed on understanding the employees, their behaviour and attitudes, and the working environment within the organization has generated a great deal of interest in determining the perception of employees towards the organizational climate and its correlates. More specifically, for the food industry in India which is the second largest industry in terms of production, consumption, growth, and export, and is the second largest industry in Punjab state after textiles, the understanding of organizational climate has become essential now. With the growing significance of processed food market in India and the changing needs of the consumers, the food processing industry despite being one of the largest industries, is facing numerous challenges. These organizations, being labour intensive in nature, face challenges that are as diverse as the products they produce. To cope with these challenges and to be competitive, the food processing companies have now started focusing on the organizational climate. However, the past research on organizational behaviour has ignored the food processing sector of Punjab and very few studies have been conducted on the organizational climate prevailing in this industry. The present study is an effort in this direction. It focuses on determining the perception of employees towards the overall organizational climate and its dimensions that make up the organizational climate. Further, the present study also gives an insight into the influence of organizational climate on various organizational outcomes.
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Objectives of the study

In light of the importance of organizational climate and its influence on job attitudes and employee behaviour, the main objectives of the present study are as follows:

1. To examine the status of organizational climate of large scale food processing industry of Punjab.
2. To study the association of socio-economic variables with the organizational climate.
3. To analyse the relationship between organizational climate and job attitudes.
4. To analyse the relationship between organizational climate and employee behaviour.

Research methodology

The present study is primarily a survey based study and both the primary as well as secondary data has been collected in order to meet the objectives of the study. The primary data has been collected through well-structured and non-disguised questionnaire and the secondary data include the publications in journals, books, dissertations, and reports available from Ministry of Food Processing Industry, Annual Survey of Industries, Department of Industries and Commerce, Chandigarh etc.

The universe of the study consisted of a total of 75 large scale food processing companies of Punjab registered with Department of Industries and Commerce, Chandigarh during year 2011-2012. The total employment in large scale food processing companies was found to be 26,200 employees in year 2011-2012. The 75 companies were divided into three strata based on their fixed investment and by using proportionate random sampling 10 large scale food processing companies have been selected. There were 2672 employees working in these companies in year 2011-2012. Approximately 20 per cent of the employees working in these companies have been considered for the collection of data. The respondents in the sample include the managers, executives, shift in-charges, shop-floor supervisors, machine operators and laboratory technicians etc. A total of 600 questionnaires were distributed as per the plan of the study. However, out of 600 questionnaires, only 522 questionnaires have been received. Out of 522 questionnaires, 509 questionnaires have been found completed in all respects,
representing an 85% response rate. Thus, analysis of the data is based on 509 questionnaires.

A well-structured questionnaire has been constructed to collect the primary data. The questionnaire consisted of seven standardized scales. To measure the organizational climate, an ‘Organizational Climate Measure’ developed by Patterson et al. (2004) has been used. It is an 82-item instrument comprised of 17 dimensions labelled as autonomy, clarity of organizational goals, formalization, effort, efficiency, innovation and flexibility, integration, outward focus, participation, performance feedback, pressure to produce, quality, reflexivity, supervisory support, tradition, training, and welfare. To measure the job attitudes, the questionnaire includes a 10-item ‘The Generic Job Satisfaction Scale’ developed by Macdonald and MacIntyre (1997), a 10-item ‘Job Involvement Scale’ developed by Kanungo (1982), and a 9-item ‘Organizational Commitment Scale’ developed by Cook and Wall (1980). Further, to assess the employee behaviour, the survey includes a 12-item ‘Organizational Deviance’ scale developed by Bennett and Robinson (2000), an 8-item ‘Organizational Citizenship Scale’ for individuals developed by Lee and Allen (2002) and a 4-item ‘Turnover Intentions Scale’ developed by Kelloway et al. (1999). The reliability of all scales used in the study has been tested using Cronbach’s Alpha and it has been found to be in acceptable range i.e. above 0.70.

In order to determine the socio-economic profile of the respondent, the variables such as age, gender, marital status, number of dependents, work experience, designation, educational qualification, and income have been included in the survey. It has been found that most of the respondents of the present study belong to the age group of 31-40 years (39.69 per cent), with 82.12 per cent of them being males, 80.35 per cent respondents being married and 62.67 per cent having number of dependents 2 or below. All the respondents are permanent employees and maximum number of respondents are graduates (48.53 per cent) and have been working at middle and lower level (43.81 per cent and 41.26 per cent, respectively). Maximum number of the respondents has an experience ranging between 6-15 years (42.83 per cent) and most of the respondents draw a monthly income ranging from Rs. 20000-40000 (47.15 per cent).
The data collected for the present study has been analyzed to understand and comprehend the organizational climate and its correlates. The statistical techniques which have been selected for the analysis of data in the light of pre-determined objectives include mean, frequency, ANOVA, chi-square test, one sample ‘t’ test, independent sample ‘t’ test, Pearson’s product moment correlation and multiple regression analysis.

SUMMARY OF THE FINDINGS

The Status of Organizational Climate

The score of perception of the organizational climate and its dimensions has been divided into three categories namely low, moderate and high. The low score indicates low or unfavourable perception, the moderate score indicates moderate perception and high score represents high or favourable perception towards specific dimension or overall organization climate. According to the response rate of the respondents towards the dimensions of organizational climate, maximum number of the employees have perceived a high level formalization, effort, integration, outward focus, performance feedback, pressure to produce, quality and welfare prevailing in large scale food processing industry of Punjab. The results have also shown that most of the respondents have perceived a moderate level of autonomy, clarity of organizational goals, innovation and flexibility, participation, reflexivity, supervisory support, tradition and training prevailing in large scale food processing industry of Punjab. Most of the respondents have indicated a low level of efficiency.

The analysis of organizational climate dimensions has also been made using 4 quadrants of Patterson et al. (2004) organizational climate model. The first quadrant has been human relation quadrant consisting of autonomy, integration, participation, supervisory support, training, and welfare dimensions of organizational climate. The results of this quadrant have indicated that most of the respondents perceived a moderate level of human relations climate prevailing in large scale food processing industry of Punjab. The second quadrant has been open system quadrant consisting of innovation & flexibility, outward focus and reflexivity dimensions. For this quadrant most of the respondents have perceived a moderate to high level of open system climate. The third quadrant has been rational goal quadrant involving the dimensions such as clarity of organizational goals, efficiency, effort, performance feedback, pressure to produce, and
quality. The findings have indicated a moderate level of rational goal climate. Lastly, the fourth quadrant has been internal process climate including formalization and tradition dimensions. Most of the respondents have also perceived a moderate level of internal process climate present in large scale food processing industry of Punjab.

The perception of overall organizational climate has been determined by aggregating the total score of the 82 items of the scale. The total score of each respondent has been divided into three categories namely unfavourable, moderate and favourable. The findings of the study have indicated that most of the respondents (73.48 per cent) have perceived a moderate level of organizational climate present in large scale food processing industry of Punjab and none of the respondent has indicated the climate of the organization to be unfavourable.

**Association of Socio-Economic Variables with Organizational Climate**

The association of socio-economic variables such as age, gender, marital status, number of dependents, educational qualification, designation, experience and income of the respondents with the organizational climate and its dimensions has been determined by using different statistical techniques such as ANOVA, chi-square test and t-test.

In order to determine the association between age of respondents and the organizational climate chi-square test has been used. The age of respondents have been divided into four categories i.e. less than or equal to 30 years, 31-40 years, 41-50 years and above 50 years. The findings of the study have indicated a strong association between the age of the respondents and overall organizational climate ($\chi^2 = 18.670$, $p = .000$). It has been observed that the increase in the age of the respondents resulted in more favourable perception towards organizational climate. More specifically, the dimensions of autonomy, clarity of organizational goals, innovation and flexibility, integration, participation, performance feedback, pressure to produce, quality, supervisory support, tradition, training and welfare have shown a significant association with the age of the respondents.

The association between the gender of respondents categorized as male and female) and the organizational climate has been measured using independent sample ‘t’ test. The findings of the study have indicated that there has been no significant difference in the perception of overall organizational climate reported by two gender categories.
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Association between marital status of respondents (categorized as married and unmarried) and organizational climate has been determined by using chi-square test. The results have indicated a strong association between marital status of the respondents and overall organizational climate ($\chi^2 = 5.791, p = 0.016$). The respondents who were married have perceived organizational climate more favourably than the respondents who were unmarried. Further, strong association has been found between the dimensions of autonomy, clarity of organizational goals, formalization, innovation and flexibility, integration, performance feedback, quality, training and welfare, and marital status of the respondents.

One-way ANOVA technique has been used to determine the influence of number of dependents on perceived organizational climate. The responses towards the number of dependents have been divided into three groups. The respondents having 2 or less than 2 dependents (represented by G1), respondents having 3 to 4 dependents (represented by G2) and the respondents having more than 4 dependents (represented by G3). No significant difference in perception of overall organizational climate has been found due to the change in number of dependents of the respondents ($F(2,506) = 6.347, p = 0.062$). However, few dimensions such as clarity of organizational goals, efficiency, integration, participation, quality, reflexivity and supervisory support have shown significant association with number of dependents.

In order to study the association between educational qualification and the perceived organizational climate, the educational qualification has been divided into three categories i.e. the respondents who are undergraduates or below (represented by G1), who are graduates (represented by G2) and who are postgraduates or above (represented by G3). By applying the one-way ANOVA on the educational qualification of the respondents and the organizational climate it has been found that perception of overall organizational climate significantly vary with the level of educational qualification ($F(2,206) = 10.33, p = .000$). The results indicated that with the increase in level of educational qualification of respondent, the perception towards favourable overall
organizational climate also increases. The mean score of the perception of postgraduates or above has been found to be higher than that of graduates (mean (G3) = 239 > mean (G2) = 237), and the mean score of perception of graduates has been found to be higher than that of undergraduates or below (mean (G2) = 237 > mean (G1) = 230). Further, the educational qualification variable has also been found to be significantly associated with the dimensions of clarity of organizational goals, integration, outward focus, participation, performance feedback, reflexivity, supervisory support, tradition, training and welfare.

The relationship between designation of respondents and the organizational climate has been analysed using one-way ANOVA. The designations of respondents have been divided into three levels namely, upper level (represented by G1), middle level (represented by G2) and lower level (represented by G3). The one-way ANOVA results have revealed a statistically significant association between overall organizational climate and the designation of respondents (F(2,506) = 7.652, p = .001). Further, the results have also revealed that with the increase in the designation of the respondents, the perception towards favourable overall organizational climate has also increased i.e., the respondents at upper level have perceived more favourable organizational climate than the respondents at middle level (mean (G1) = 242.2 > mean (G2) = 235.08) and respondents at middle level have perceived more favourable climate than respondents at lower level (mean (G2) = 235.08 > mean (G3) = 233.57). The dimensions of clarity of organizational goals, effort, efficiency, integration, participation, supervisory support, tradition and welfare have also shown statistically significant differences with the change in designation level.

In order to determine the association between experience of respondents and organizational climate chi-square test has been applied. The experience of the respondents has been divided into three categories i.e. less than or equal to 5 years, 6 to 15 years and above 15 years. The results of the study have shown a significant association between experience of respondents and overall organizational climate ($\chi^2 = 17.926, p = .000$). The results have also revealed that as the experience of the respondent’s increases, the favourable perception towards the overall organizational climate also increases. The dimensions of autonomy, clarity of organizational goals,
innovation and flexibility, integration, outward focus, participation, performance feedback, quality, supervisory support, tradition, training and welfare have shown significant association with experience of respondents.

In order to determine the relationship between income level of respondents and the organizational climate one-way ANOVA technique has been applied. The income level of respondents has been divided into four groups namely G1 (below Rs. 20000), G2 (Rs. 20000-40000), G3 (Rs. 40000-60000), G4 (Rs. 60000 and above). The results have indicated that the overall organizational climate significantly varies with the income level of the respondents (F(3,505) = 36.060, p = .000). Further, it has been found that with the increase in the income level of the respondents, the favourable perception towards overall organizational climate also increases (mean (G1) = 228.10 < mean (G2) = 233.36 < mean (G3) = 246.18 < mean (G4) = 248.93). A significant difference in perception of autonomy, clarity of organizational goals, innovation and flexibility, integration, outward focus, participation, performance feedback, pressure to produce, quality, reflexivity, supervisory support, tradition, training and welfare has been found with respect to different income levels.

The Relationship between Organizational Climate and Job Attitudes

Three job attitudes namely job satisfaction, job involvement and organizational commitment have been considered in the present study. The summary of the results of the relationship between these job attitudes and organizational climate is presented below:

1. **Job Satisfaction**

The results of the present study have indicated that an overall moderate level of job satisfaction prevails in large scale food processing industry of Punjab. The results based on Pearson’s correlation coefficient have revealed that overall organizational climate has significant positive correlation with job satisfaction (r = 0.632, p<.01). The most significant positive correlation of job satisfaction has been found with the dimensions of clarity of organizational goals, participation, supervisory support and welfare. From the results of multiple regression analysis it has been found that 53.4 per cent of variance in job satisfaction has been explained by the dimensions of organizational climate. The dimensions which have shown a significant influence in the prediction of job satisfaction have been found to be welfare, supervisory support, quality,
clarity of organizational goals, efficiency, integration, pressure to produce, effort and outward focus.

2. **Job Involvement**

A moderate level of job involvement has been reported at the large scale food processing industry of Punjab. A significant positive correlation has also been found between overall organizational climate and job involvement \((r = 0.550, p<.01)\). The most significant correlation has been found with participation and supervisory support dimensions of organizational climate. The multiple regression analysis has revealed that the dimensions of organizational climate have explained 44.6 per cent of variability in job involvement. Further, the dimensions which have significantly predicted job involvement are supervisory support, pressure to produce, tradition, quality, clarity of organizational goals, efficiency, welfare, participation, integration and autonomy.

3. **Organizational Commitment**

The findings of the present study have indicated a moderate level of organizational commitment perceived by the respondents of large scale food processing industry of Punjab. The Pearson’s correlation analysis have shown a strong positive correlation between overall organizational climate and organizational commitment \((r = 0.702, p<.01)\). The dimensions such as participation, clarity of organizational goals, welfare and performance feedback have shown a strong positive correlation with organizational commitment. The results of multiple regression analysis revealed that 56.6 per cent variance in organizational commitment have been explained by the dimensions of organizational climate. The most significant predicting dimensions have been found to be welfare and supervisory support, pressure to produce, quality, clarity of organizational goals, performance feedback, tradition, participation, integration, training, effort, efficiency and innovation and flexibility.

### The Relationship between Organizational Climate and Employee Behaviour

For the purpose of examining the relationship between organizational climate and employee behaviour, three prominent employee behaviour have been considered in the present study namely organizational deviance, organizational citizenship behaviour and turnover intentions. The summary of the results is presented below:
1. **Organizational Deviance**

A lower level of organizational deviance has been found to be prevailing in large scale food processing industry of Punjab. The Pearson’s correlation co-efficient has shown a strong negative relationship between overall organizational climate and organizational deviance ($r = -0.651, p<.01$). The dimensions of organizational climate which have shown a strong negative correlation with organizational deviance are participation, clarity of organizational goals, training and, innovation and flexibility. The results of multiple regression analysis have revealed that 47.8 per cent of variance in organizational deviance has been explained by the dimensions of organizational climate. The dimensions such as participation, effort, clarity of organizational goals, supervisory support, pressure to produce, innovation and flexibility, formalization, welfare, efficiency and integration have significantly predicted the organizational deviance.

2. **Organizational Citizenship Behaviour (OCB)**

Most of the respondents have perceived a moderate level of OCB present in large scale food processing companies of Punjab. A significant positive correlation has been found between overall organizational climate and OCB ($r = 0.690, p<.01$). The most significant correlation of OCB has been found with the dimensions of participation, clarity of organizational goals and performance feedback. From the results of multiple regression analysis it has been found that the dimensions of organizational climate have explained 67.6 per cent of variability in OCB. The dimensions which have significantly predicted OCB are supervisory support, performance feedback, clarity of organizational climate, autonomy, pressure to produce, welfare, participation, tradition, innovation and flexibility, quality, integration, effort, training and formalization.

3. **Turnover Intentions**

The present study has found that moderate level of turnover intentions are prevailing in the large scale food processing companies of Punjab. A strong negative correlation has been observed between overall organizational climate and turnover intentions ($r = -0.603, p<.01$) and the most significant negative correlation has been shown by the dimensions of participation, clarity of organizational goals and supervisory support. Further, the results of multiple regression analysis have shown that 45.7 per cent of variability in turnover intentions is explained by the dimensions of organizational
climate. The significantly predicting dimensions were found to be supervisory support, clarity of organizational goals, participation, welfare, training, pressure to produce, efficiency, integration, performance feedback and autonomy.

**CONCLUSION**

Organizations are as unique as our finger prints as each one is having different characteristics in terms of policies, procedures and norms. These different characterizes constitute the organizational climate. Some organizations are social in nature, open to change while the others are formal and rigid in their actions. We can say that the organizations can choose the climate they prefer. But the climate present in an organization makes impact on every aspect of the organization. Climate of an organization generate some expectations about the consequences of the different actions of the employees. These consequences can be rewarding or frustrating. The positivity in the organizational climate can lead to satisfaction, involvement, commitment and citizenship behaviour where as negativity in the organizational climate can lead to increased propensity towards deviant behaviour and higher employee turnover. The various dimensions of the organizational climate contribute to an overall organizational climate. Therefore, it becomes necessary for the organization to understand the importance of each dimension and make effort towards its betterment, which in turn, leads to an overall positive organizational climate. When the working environment in the organization is supportive, friendly and growth oriented the employees will happy and feel free to perform their job duties with an increased sense of belongingness and trust. It is evident that the organizations which build positive organizational climate have a significantly better chance to combat the challenges in the business environment.

**SUGGESTIONS**

The following suggestions may be offered in the light of the findings of the present study:

1. In order to improve the overall organizational climate, the organizations must focus on the dimensions which have shown low or moderate score such as efficiency, autonomy, clarity of organizational goals, innovation and flexibility, participation, reflexivity, supervisory support, tradition and training. Respondents
have not perceived these dimensions to be favourable, leading to an overall hampering of the positivity of organizational climate. The management should strive to improve these dimensions of organizational climate.

2. In order to have a competitive advantage, positive steps should be taken to increase the efficiency of the organization which showed the lowest score. The organizations should increase the participation at grass root level as shift supervisor and machine operators actually know the gaps that lead to lower efficiency levels. Proper planning, scheduling and dissemination of information would surely help in making the employees aware about their job responsibilities and hence increases the overall efficiency of organization.

3. A higher level of autonomy should be provided to the employees so that they can take day-to-day work related decisions. This will increase the willingness to work and motivates the employees to take control of their jobs and help them to move ahead on their set targets. It further enhances the sense of belongingness and confidence in employees. Therefore, it become important for organizations to strive to build autonomy in the jobs as it directly influences the productivity of employees. Close supervision on employees’ task demotivate them and may lead to industrial unrest.

4. The organizations should design programs for the selection of right kind of employees who can work effectively at all supervisory positions. They should be given training on leadership skills and made aware about supportive culture and team work. Supportive environment makes the employees more confident in performing job duties and hence increase their productivity. Moreover, the support the employees receive from the organization makes a good impression of the organization and they happily accept the goals and values of the organization. It can be useful for improving the organizational climate as well as the attitudes and behaviour of the employees.

5. The organizations should provide need-based training for the development of employees. The employees can be trained on how to do assigned jobs properly, efficiently and safely. The management should plan for some extensive training programmes for the development of new skills, talent and knowledge of the
employees. Proper instructions make employees proficient, qualified and knowledgeable. It will increase the knowledge of performing a job as well as it will help in changing the attitude of employees towards better organisational climate. Educating workers will help in promoting self worth. Increased self worth amplifies individual morale that naturally manifests itself into improved productivity and augmented longevity with employers.

6. Efforts should be made to make employees aware about the organization’s long term goals and future prospects. Focus should change from rigid formal rules to more open climates in which employees can innovate and generate new ideas for the betterment of organization etc. The organizations should improve internal communication, encourage collaborative work environment and provide sufficient health, safety and welfare facilities to the employees. All these steps will increase the employee morale and loyalty among the employees for organization as well as engross positivity in the working environment.

7. Providing timely feedback about the performance of employees is also essential for the organizations. Praising an employee if he or she is doing well would act as an incentive for future performances. However, if the employee is not performing well rather than de-motivating him/her, the management should try to identify the reasons for the same and provide adequate training to improve his or her performance.

8. The organizations should make effort to interact on regular basis with employees who are young, new to the organization, working at lower levels such as shift in-charges or machine operators and having lower income. These employees do not comprehend the present policies of the organization and therefore, should be made clear to them by providing proper induction and training programmes. Sometimes, a simple appreciation and a pat on the back give marvellous results than the financial incentives.

9. Satisfied workforce is a key of success for any organization. In the present study of large scale food processing industry, the employees have shown only moderate level of job satisfaction which should be improved. In order to make the employees more satisfied from their jobs, the organizations should work on
making organizational climate more favourable. More specifically, efforts should be made to increase supervisory support, clarify the organizational goals to employees, improve collaboration, and reduce the work pressure apart from providing them basic facilities.

10. When the employees start considering the work as an important part of their life they become more involved in their work and it raises their productivity level and overall organizational productivity. In the present case, only moderate level of job involvement has been reported which should be improved by increasing supervisory support, improving the traditional ways of doing things, clarifying the organizational goals, increasing efficiency, welfare facilities, and participation in various decisions, encouraging integration and autonomy at the work place.

11. The management of these organizations should raise the level of commitment of the employees as only moderate level of organizational commitment has been perceived by the respondents of food processing industry of Punjab. The committed workforce performs efficiently and effectively to achieve the targets and it can be possible only if the climate of the organization strive them to do so. Management and supervisory behaviour sometimes create such an environment at workplace that they unknowingly push the employee for deviant acts. Thus, it is the responsibility of the management to provide ethical organizational climate so that the employees do not indulge themselves into dishonest behaviours at workplace. In order to enhance employee commitment, the organizations should provide supervisory support, right amount of pressure to meet the targets, increase the level of participation in various work related decisions, enhance integration, training, efficiency and innovation and flexibility at work place, and clearly define and communicate organizational goals to the employees.

12. Although, lower level of organizational deviance has been reported in the present study but the organization should try to minimize it, as it increases the overall cost to the organization. A positive work climate reduces the employees’ behaviour of wrongdoing which can be developed by increasing employee’s participation, clarification of organizational goals, rules, regulations and procedures, increasing supervisory support, keeping them busy by providing work related target,
encourage them to be more creative so that their attention can be diverted from wrongdoing.

13. A moderate level of organizational citizenship behaviour has been observed in large scale food processing industry of Punjab. Successful organizations require their employees to perform more than their actual job responsibilities and act as ‘organization citizens’. It can be achieved by inducing transparency in procedures at all levels, properly clarifying career ladders, aligning individual goals with organizational goals, encouraging the practices of mentoring etc.

14. A moderate level of turnover intentions is alarming for these organizations. The organizations should formulate suitable retention strategies. For example, by offering competitive pay packages, social security benefits, training and development programs on regular basis, efficient career planning, proactive identification of employee grievances and taking suitable remedial measures, implementing employee recognition programs at grass root level and encouraging employee participation in decision making, so that the employee do not feel to leave the organization. Moreover, the organization should also conduct exit interviews of the employees who are leaving the organization in order to identify the actual reasons of leaving.

SCOPE FOR FUTURE RESEARCH

This study leaves ample scope for future research. The areas which can be considered for future studies are:

1. The entire population of large scale food processing industry can be considered for study in future. Moreover, the study can also be extended to micro, small and medium scale food processing industry.

2. A comparative study of multinational, private, co-operative or government owned food processing companies can also be considered as research topic for future.

3. The organizational climate study can also be extended to other industries or sectors such as textiles, automobiles, educational or service sector etc. and can also be extended to other geographical areas.
4. The other psychological variables such as stress, perceived organizational support, absenteeism etc. can also be considered for future research in relation to organizational climate.

5. The relationship between job attitudes and employee behaviour is also a fruitful avenue for future research.

6. The study can also be extended to analyse the organizational culture of the organizations.