CHAPTER-IX
SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

9.1 Summary

Since ages efforts are being made to study organizational climate so as to make efforts to make the climate as congenial as possible in a way that would facilitate achievement of organizational objectives in a better way.

A healthy work organization is characterized by intentional, systematic, and collaborative efforts to maximize employee well-being and productivity by providing well-designed and meaningful jobs, a supportive social-organizational environment, and accessible and equitable opportunities for career and work-life enhancement. Healthy workplaces thus play a crucial role in people’s happiness, providing them with material, social, psychological, and emotional resources that satisfy their primary and secondary needs. However, organizational climate can be a powerful strategically to organizations seeking a strategic advantage. First - understand climate, then understand organizational climate, then study which levels do what, and so on. It’s a process that is very difficult for another organization to duplicate.

Poor leadership-employee relationships negatively impact employee competence, causing declining spirals in morale, customer satisfaction and ultimately the success of the organization. The leader who excels in interpersonal skills and possesses a strong commitment to organizational stewardship will ensure that employees feel valued and are empowered to strive in their own competency development. Likewise, an organization’s policies can be a great source of frustration for employees if the policies are unclear or unnecessary or if not everyone is required to follow them. Although employees will never feel a great sense of motivation or satisfaction due to organizational policies, a manager can decrease dissatisfaction in this area by making sure that companies policies are fair and apply equally to all.
One of the most important dimensions as a result of poor interpersonal relations is conflict. Inadequate or excessive levels of conflict can hinder the effectiveness of a group or an organization, resulting in reduced satisfaction of group members, increased absence and turnover rates, and, eventually, lower productivity. In the same way, organizations cannot exist without communication. If there is no communication, employees cannot know what their co-workers are doing, management cannot receive information inputs, and supervisors and team leaders cannot give instructions. Coordination of work is impossible, and the organization will collapse for lack of it.

Culture is a powerful component of an organization’s success, laying the tracks for strategy to roll out on. It is the foundation for profit, productivity and progress. Again with the changing times, new values and attitudes creep in the organizations and is therefore often an important task of Human resource manager to bring flexibility and adaptability in the organizations.

Organizational climate is associated with job performance, job satisfaction and morale of the employees. It has a profound influence on the outlook, well-being, attitudes and total performance of the employees of the organization. Among the most important things that can be done to improve upon a business’s chances for success is to beat poor employee morale in the workplace and motivate team members at their jobs. Similarly, Employee satisfaction and retention have always been important issues for management experts. After all, high levels of absenteeism and staff turnover can affect your bottom line, as temps, recruitment and retraining take their toll.

Technical competency is essential as a basic requirement for hiring and ongoing training of employees at all levels throughout the company. True competency, however, is multidimensional and embodies knowledge and skills beyond the technical aspects of the job requirements. Leaders are critical in establishing the direction for the company through a well-defined
and articulated vision, mission and goals. They are responsible for ensuring that this direction is communicated and implemented throughout the entire organization with efforts focused on soliciting employee commitment to a shared organizational vision.

Values have gained a lot of respect in recent years because they are viewed as anchors that stabilize behavior and keep employees moving collectively in the same direction. They are also considered beacons that keep managers on course under turbulent conditions. Employees with diverse values offer a different perspective, which often leads to better decision making.

With the policy of liberalization, privatization and globalization (rightly known as LPG), the doors for foreign companies have been opened vast. Though this has helped in generating employment and increasing national income of the country, it has paved way for many serious issues, especially HR related issues. This has become more crucial in recent years as the companies have started operating across borders, and people with different culture, different nationality and perspective are now bound to work in union.

9.2 Findings

9.2.1 Organizational Climate and Culture of Electrical Companies.

1. 44% respondents are from the age group of 18-25 years, 37% in the age group of 26-35 years, 15% belong to the age group of 36-45 years and 4% of them belong to the age group of 46-55 years. Thus maximum respondents belong to the age group of 18-35 followed by the respondents belonging to the age group of 26-35. Out of total respondents a fairly large number of respondents to the extent of 37% are females, thus leading us to the conclusion that contribution of women in national income has started increasing considerably. Out of total respondents 46% are married. Thus, surprisingly, the bachelors' lot is quite big. 30% of them are graduates and hardly 9% are post graduates. 46% of the respondents have the work experience of 1 to 3
years, 21% of them have the work experience of 3-5 years and 20% of them have experience of 5 to 10 years.

2. Respondents believe that in order to constitute congenial organizational climate, friendly atmosphere is of utmost importance and maximum votes were grabbed by this variable, followed by free communication, scope for socialization and concern for all respectively.

100% employees in Japanese management feel that the organization should provide friendly atmosphere to the respondents. 92%, 92% and 77% votes were given to scope for socialization, free communication and concern for all respectively.

92% employees in American management feel that their organization should provide friendly atmosphere to the respondents. 86%, 76% and 75% votes were scored by followed by free communication, concern for all and scope for socialization respectively.

89% of the employees belonging to Indian management feel that their organizations should provide friendly atmosphere, 82% voted for free communication, 79% voted for scope for socialization and 75% said that their organization should show concern for all.

Japanese management as well as Indian management show least concern for all.

Female employees feel that there should be more scope for socialization and free communication in organizations, whereas male employees are of the opinion that there should be more friendly atmosphere and concern for all in their organizations. However, the overall voting of female members for all the variables is more than male members.

3. The organizations provide maximum ‘scope for socialization’ with 76% positive response of respondents, followed by ‘friendly atmosphere’ with 65% votes, ‘free communication’ with 64% votes and
concern for all' with 44% votes. Thus respondents feel that the organizations do not show much concern towards their needs.

Japanese management provides maximum scope for socialization but show least concern for employees; American management provide maximum friendly atmosphere but provide least scope for socialization; whereas Indian management provide maximum scope for socialization but show least concern for their employees. Similarly, male respondents feel that their organizations give more importance to friendly atmosphere as compared to other variables constituting organizational climate. They feel that their organizations show least concern to their needs. Female employees feel that their organizations provide them ample scope for socializations, but even female employees are not much satisfied with the concern their organizations show towards them.

4. The employees opine that owing to working in their respective organizations their quality of work life has improved but at the same time absenteeism and turnover has increased. They believe that some level of stress is natural when one works in corporate sector, and hence, they have accorded last number to it.

In Japanese organizations, turnover is maximum whereas level of stress has least points. Respondents in American organizations believe that their quality of work life and involvement in work has increased while working in their organizations. They give least significance to level of stress. Employees in Indian management declared that while working in organizations level of turnover and absenteeism is very high. They show least involvement in work. The overall performance of American management is better, while that of Indian management needs some serious consideration.

Male members gave maximum points to improvement in their quality of work life while working in organizations. They declared that turnover and absenteeism has also increased. They give least
significance to level of stress. Job satisfaction seems to stand somewhere in between. The same conclusion can be drawn for female respondents. The comparative score, however, for quality of work life, level of stress and absenteeism of female employees is more than male employees. Thus female employees get more stressed than male employees and tend to remain more absent. The turnover of male members is more than female employees.

5. In case of all the four attributes accorded to organizational culture viz., values & principles, beliefs, practices and methods, respondents have accorded maximum votes to the variable ‘methods’ (64%) with minimum votes to ‘values & principles’ (40%). The variables ‘beliefs’ and ‘practices’ stand at 2nd and 3rd position with the votes of 48% and 43% respectively.

Indians seem to be having more faith in cultural aspects like beliefs and methods (80%, 97%). Japanese management have asserted affirmatively for the attributes such as values & principles and practices (93%, 95%). American management has given least votes to the cultural aspects of the organization. Yet, one cannot find significant disparity in the frequencies cited to measure organizational culture.

In case of all the four attributes accorded to organizational culture viz., values & principles, beliefs, practices and methods, female employees have voted more to the extent of 66%, 73%, 80% and 100% against the votes of 53%, 57%, 65% and 94% respectively of male employees. Both, male as well as female employees have given maximum votes to the attributes- practices and methods.

6. Majority of the respondents (43%) responded positively towards their opinion about strong culture for successful organizations. Majority of respondents belonging to American management believe that organizations with strong culture are successful. The second rank can
be accorded to Indian management. Surprisingly, Japanese management stands at third position here.

7. 93% of the respondents either agree or strongly agree that organizations have sub-culture; 85% declared that behavior of employees change with change is time. i.e. there is no consistency in behavior of employees; whereas 75% asserted that organizations have sub-culture. Thus it can be concluded that culture has major impact on overall organizational climate and that it cannot be discarded.

Employees in Indian management have given maximum votes to the variables discussed above, followed by Japanese management and American management respectively. Thus, 93% of the respondents either agree or strongly agree that organizations have sub-culture; 85% declared that behavior of employees change with change is time. i.e. there is no consistency in behavior of employees; whereas 75% asserted that organizations have sub-culture. Thus it can be concluded that culture has major impact on overall organizational climate and that it cannot be discarded.

8. 71% employees opine that organizational culture is influenced by educational qualification; 73% believe that culture is influenced by nationality. 67%, 62% and 53% votes have been grabbed by gender, family background and organizational position respectively.

Employees belonging to Indian management have given maximum votes to family background, followed by employees belonging to Japanese management and American management respectively. Likewise employees in Indian management have given cent percent votes to culture being influenced by gender and nationality. Again, this has been followed by Japanese management and American management. American management gives more importance to educational qualification followed by Japanese management and Indian management respectively. Japanese give maximum consideration to organizational position followed by
Japanese management and Indian management respectively. But, in case of all the above mentioned variables, and also in case of all the three management one thing that can be inferred is that as the score is above average mean, the variables mentioned above influence culture in organizations thus rejecting our null hypothesis.

Female employees have given more votes to gender and nationality as factors influencing culture as compared to male members. Male members have casted their votes more on educational qualification and family background as influencing factors. So far as organizational position is concerned, both, males and females casted equal number of votes.

9. Hardly 28% respondents stated that they like diversity in organizations. Thus Employees do not always dislike cultural diversity, rejecting our null hypothesis and thus indicating that a climate for deep diversity should aide in diversity management.

Employees in Indian management do not easily welcome cultural diversity (mean, 1.90) unlike in case of Japanese management (mean, 2.12) and in American management (mean, 2.05). Employees in Japanese management show more flexibility in accepting cultural diversity.

Again, it can be inferred that female employees generally resist more to change. The mean of 1.95, the skewness of -3.998 and kurtosis of 14.244 support the study. The mean score of 2.10 and the kurtosis of -1.682 in case of male employees compel us to derive the conclusion that male employees readily accept diversity as compared to female employees. Female employees are quite indecisive to this statement.

10. A large chunk of respondents to the extent of 73% positively asserted to the question that they are appointed at the right place. Not mentioning specifically for positive effect or negative effect, 70.7% of employees asserted that changing performance affect their performance. But when asked the question as to whether their job is
changed frequently, 53% gave positive response whereas, 24.7% were indecisive and 67% of them gave negative remarks.

11. Most of the employees employed in American organizations agree that they were appointed at the right places. Japanese management stood at second position. The third position was occupied by the Indian management. Employees in Indian management, however, gave negative remarks when asked whether their job was changed at frequent intervals. Japanese management scored first position, followed by the American management.

12. So far as effect of changing job on employees' performance is concerned, 57% of them responded positively to the question. 24% remarked negatively. 19% employees, however, were undecided to the question and did not vote to the either side.

13. The mean score of the respondents' views regarding their superiors such as satisfaction with superiors' leadership style, motivation from superiors, appreciation from superiors, explanation of tasks by leaders, involvement of subordinates in decision making and delegation of tasks is much higher than the standard average score at 3 point scale. The variation in their opinion is noted at 1.123, 1.082, 1.162, 1.093, 1.461 and 3.355 respectively. Further, it is observed that the values of skew are negative in all cases. Superiors are ahead in delegating tasks and this attribute has 1st rank. So far as satisfaction with superiors' leadership style is concerned, respondents have given this attribute last rank.

    Likewise, the mean score of American management in case of all the above mentioned variables stood at 4.49, 4.63, 4.56, 3.72 and 4.52 with the negative skew of -2.701, .709, -1.962, -.491, -2.014 respectively. Employees employed in Indian management stood second in all the above mentioned attributes with the mean of 3.39, 4.04, 3.36, 3.54 and 4.63 and skewness of 1.021, 1.093, 1.239, 1.026 and 0.503 respectively. Surprisingly, Japanese management got third position
with the mean of 3.21, 3.11, 3.69, 1.83 and 3.70 and skewness of .501, .292, -1.232, .961 and -1.721 respectively. The matter of concern is the lack of involvement of employees in decision-making in case of Japanese management, which is quite below the average mean to 1.83.

14. On comparing the data of male and female employees working in Electrical companies, keeping aside the attribute 'Superiors believe in delegating task' wherein the score of female employees (4.82, 7.217) is more than male employees (4.15, -1.560), it can be clearly inferred that in case of attributes like satisfaction with leadership styles, motivation of superiors for employees, their appreciation for the work done by employees, explanation power and attitude of involving subordinates in decision-making, it has been observed that male employees have asserted more positively as compared to the female employees. So far as involvement of employees in decision-making is concerned, the mean in case of female employees is below the average score, whereas in case of male employees, it is a little above the average score.

15. Regarding regular updation of polices; framing of policies with employees' consultation; proper communication of policies; consistency in the theories/principles of their organizations and practices; adoption of disciplinary actions by managers exactly in the way that they expect it from their subordinates, and consistency in policies for all category of employees, in case of majority of the questions employees gave either absolutely negative answer or were undecided. The mean score for the above attributes was noted to 1.79, 1.29, 2.17, 2.37, 2.53, 1.89, 2.19 and 1.92 respectively. Thus, it can be inferred that respondents have responded more towards the lower side of the mean (except in case of communication of policies with the mean of 2.53), indicating that management needs to consider the variables pertaining to policies more seriously.

16. The data of American management reveals quite satisfactory result for majority of the variables mentioned except for the variable indicating
as to whether policies are updated regularly and whether policies were framed with their consultation or not. Majority of the respondents have favorable opinion regarding the attributes measuring policies with their score being considerable above the average mean. It is not possible to give a clear cut rank to the performance of Indian and Japanese management with respect to the variable ‘policies’.

For the first three variables inquiring about the regular upgradation of policies, and asking as to whether policies are framed with their consultation and whether they are implemented properly or not, female employees gave comparatively positive response, though not satisfactory to the mean of 1.85, 1.50 and 2.16 and the skewness of .223, .750 and -.385 respectively. When asked to respond to the variables concerning feedback of the policies implemented, their proper communication, consistency in theory and practices of managers, discipline of managers themselves and consistency in policies, male employees asserted more positively with the mean of 2.43, 2.71, 2.01, 2.37 and 2.24.

17. Huge disparity could be seen on comparing the scores for the attribute measuring the standardization of policies in case of all the three management. American management stood 1st with 88% of employees asserting positively. Hardly 5% of the employees gave negative remarks. The 2nd position has been obtained by Japanese management with 69% employees voting positively. 11% employees clearly gave negative opinion. Disappointment on the part of Indian management where only 33% employees gave positive opinion, 59% clearly voted for irrationality of policies.

18. Employees get frustrated when policies are unclear or ambiguous. Similarly, when standard rules and policies are not formulated or when unnecessary policies are implemented making the procedures more complicated, employees get highly frustrated.
All Indian employees casted votes pointing that they get frustrated when are unclear and not same for all. Their votes on getting frustrated with unnecessary policies are least as compared to Japanese management and American management respectively. Employees working with American management remarked of getting maximum frustrated with such policies followed by Japanese management. Again, the magnitude of frustration could be seen more in case of male employees as compared to female employees. Similarly, the magnitude of frustration (2.97, 2.97 and 2.97) in case of male employees is too high which clearly indicates the fact that immediate actions need to be taken to correct ambiguous and unnecessary policies.

On asking the respondents to respond to the HR practices pertaining to wages and salaries, incentive pay plans, performance bonuses, participation in decision-making, free and open communication, overcoming role ambiguity, appreciation, socialization, counseling, job enrichment, job enlargement and grievance handling, the respondents gave positive response in case of majority of the variables. Maximum positive response is observed in the case of variable ascribing free communication, whereas negative response is noted for the variable ascribing participation of employees in decision-making. The score for grievance handling is also not much positive. Thus, the overall study of all the three management gave quite satisfactory result on the basis of which it can be inferred that organizations are aware of HR practices and implement policies quite satisfactorily.

The comparative score of all three distinct management revealed quite contradictory results in case of many attributes ascribing HR practices. Japanese management does not involve their employees in decision-making. They do not adequately appreciate their employees for their better performance. They lack behind in counseling of employees as well. Also, grievances are not tackled properly in the
organization. Americans are ahead in appreciation and free communication. They also resort to regular counseling and prefer job enrichment. Indian management provides scope for socialization and free communication. On the whole, American management is quite ahead in HR practices followed by Japanese management and Indian management respectively.

20. Male respondents responded more positively for climate being helpful for managers in interacting with subordinates and vice versa. Also for facilitating informal relations among themselves male members gave more positive response. The mean of 2.68 of female employees briefing that the climate facilitates scope for members to interact with one another is more than the mean of male employees of 2.65. The overall response of both male as well as female employees is negative for 'scope for informal relations with superiors'. The response for 'climate is helpful for subordinates to interact with superiors' is also not satisfactory. The figures of kurtosis and skewness support the findings.

21. On making the comparative study of the three management it is clear that Indian management gives more weightage to the variables constituting conflict viz., 'difference of opinion', 'difference in way of behavior', 'quarrels and fights' and 'lack of free and friendly atmosphere'. The average score of Indian management is 86%, 92%, 72% and 89% respectively followed by the average score of 82%, 79%, 65% and 89% of Japanese management. The comparative score of American management stands least to 72%, 65%, 36% and 61% respectively.

22. Male employees have given more weight age to 'difference of opinion' and 'difference in way of behavior' to as much as 83% and 73% as against 68% and 69% responses of female employees for the same variables. As against this, female employees have given more weightage to 'quarrels and fights' and 'lack of friendly atmosphere' as
the determinants of conflict to as much as 84% and 92% as against the responses of 80% and 63% of male employees for the same variables.

23. Almost 89% of the employees firmly believe that collective behavior of members influence individual behavior of an employee in the organization. 32.7% agree with the statement. 26.7% employees are undecided whereas; hardly 9% strongly disagreed to the statement. Employees in Japanese management, however, have asserted more positively with the mean of 4.04, followed by Indian management with the mean of 3.74. Third position is being occupied by American management with the mean of 3.36. More female employees have acknowledged positively with the mean of 3.75 as against the mean of 3.62 of male members.

24. 69% respondents believe that conflict leads to stress. 64% of them believe that it affects organizational climate adversely. 60% declared that conflict leads to low morale, 36% opined that it affects reputation of the organization. Hardly 20% said that conflict make one more devoted to task. In short, conflict leads to negative consequences.

25. Cent percent employees in Indian management agree that conflict leads to stress as well as low morale. They asserted positively to the statement that conflict make their task more challenging, affect organizational environment as well as reputation and goodwill of the company. The respondents however, do not agree that conflict make employees more devoted to task (mean, 1.95). Employees in Japanese management do not believe that conflict make their task challenging or make them devoted to task. They asserted positively to other variables. Even employees in American management commented negatively to the statement 'conflict make them more devoted to task'.

9.2.2 Organizational Climate and Employees’ Performance

1. 71% employees believe that their compensation should be based on performance. This has been supported by the mean of 2.50 and skewness of -1.145.
2. One thing that can be concluded from the study is that performance is influenced by all variables namely- training, biological difference, habits, attitude, knowledge, skills, incentives, monetary and non monetary rewards, opportunity for advancement, recognition and competition.

3. A clear cut 1st rank cannot be given to any management indicating impact of variables on performance. American management stands 1st for the variables training, knowledge, skill, incentives, monetary and non monetary rewards, opportunities for advancement, recognition, sufficient resources and suitable methods. Employees employed in Japanese management have voted more for ‘competition’. While measuring habit as an attribute indicating performance, the score of Indian management stood at top. Respondents believe that performance is influenced most by the attitude of an individual followed by skill of an individual. Opportunity for advancement and competition stands second last and last respectively in the table.

4. The variables measuring morale such as ‘enthusiasm’, ‘expecting co-operation from co-workers’, ‘leads to job satisfaction’, ‘feeling of being valued’, ‘experiencing pride to be a member of an organization’ got 162, 76, 151, 125 and 148 votes of male members respectively. Similarly, 89, 97, 93, 102 and 98 female members voted respectively for the above mentioned variables.

The overall voting of American management is highest for attributes measuring ‘morale’ with ‘enthusiasm’ with 90% votes, ‘expecting co-operation from workers’ with 87% votes, ‘leading to job satisfaction’ securing 89% votes, ‘feeling of being valued’ securing 92% votes and ‘experiencing pride of being a member of an organization’ grabbing 92% votes. Japanese management scored 2nd position with 80%, 70%, 76%, 81% and 65% votes for the attributes ‘enthusiastic’, ‘expecting co-operation from superiors and peers’, ‘leading to job satisfaction’, ‘feeling of being valued’ and ‘experiencing pride of being a
5. All employees voted more positively for the variables put forward to find out their responses for their jobs. However, majority votes are claimed by the variable ‘you like challenges in job’ with the mean of 4.08. The mean of 4.06 manifest the fact that employees find their job to be challenging. Employees feel that the jobs are of their liking and they are attractive as well. This has been supported by the mean of 3.84 and 3.76. Though asserted quite positively, the mean of 3.69 and 3.65 for the attributes ‘you are satisfied with your job’ and ‘you take pride in your job’ reveals that these variables stand at 5th and 6th position respectively. However, majority of the respondents like challenges in their job with the maximum of 67% of votes on positive side. The last rank was accorded to taking pride in job with the positive votes of 55.3%.

6. Maximum gender disparity has been observed in case of nature of work. 49.7% vouched for this variable. Gender disparity with respect to recognition is 46.3%. In terms of salary it is 43%. Thus, it can be inferred that there is gender disparity in electrical organizations, though, the proportion varies significantly.

7. Disparity in organizations is found more in Indian management. The score of American management is less than the mean score which states that there is least gender disparity in American management (mean 1.03, 1.03, 1.03 and 1.22). Again, It can be concluded that Japanese management do have gender disparity, though the magnitude is less than Indian management. Comparatively less male members asserted that there is gender disparity in organizations. Female employees vouched it more strictly.

8. Almost equal proportion of employees pointed out that disparity in organizations leads to job dissatisfaction and frustration. This
proportion is 62%, 60% and 62% in case of Japanese, American and Indian management respectively. 14% employees in Japanese organizations, 8% employees in American organizations and 21% in case of Indian organizations remarked negatively. Thus employees in Indian organizations have given comparatively more negative remarks.

9. A large magnitude of respondents to the extent of 67.3% acknowledged that ‘training increases productivity’. The votes of 70.7% of the respondents depict a clear picture of positive opinion of employees for increase in productivity with the help of technology. 48.7% employees believe that employee benefits increases productivity. 37.3% are indecisive whereas 14% clearly deny. Thus, it cannot be inferred that employee benefit necessarily leads to increased productivity. On the whole it can be said that employees have responded quite positively for productivity and attributes measuring productivity.

10. There are mixed reactions of male and female employees regarding their opinion for the concept of ‘productivity’. 91% males and 89% female employees believe that productivity means increase in output. 48% male employees believe that productivity means reduction in cost. 80% female employees voted for this variable. 72% male employees and 35% female employees vouched for ‘improvement in quality with reduced cost’. 65% male employees and 48% female employees emphasized on ‘reduction in wastage and normal loss’ as an attribute to measure productivity. Yet, it can be inferred from the chart that more male members have voted for ‘reduction in cost’, ‘improvement in production’ and ‘reduction in wastage and normal loss’ as compared to female employees. Comparatively more female members have vouched for the attribute ‘increase in output’. But the comparative score of male and female employees for this attribute is not significant.

11. Maximum employees in American management (92%) believe that productivity means ‘increase in output’. This has been followed by
Japanese management (86%) and Indian management (59%) respectively. More employees employed in Japanese management (74%) asserted that productivity means 'reduction in cost'. This has been followed by American management (66%) and Indian management (43%) respectively. Almost same number of respondents employed in Japanese organizations and American organizations believe that productivity improves the quality of work. The Indian score of 53% is very low comparatively. 83% employees working in American management vouched that increase in productivity reduces wastage in organizations. This has been followed by Japanese management (78%) and Indian management (41%) respectively. Overall, it can be declared that the views and opinion of employees in Indian organizations are quite dissatisfying.

12. The American management stands quite ahead of Japanese management and Indian management so far as attributes leading to increase in productivity are concerned. All employees in American management asserted positively for 'training' and 'introduction of technology'. It can be inferred that Japanese management is ahead in case of 'increase in productivity due to training and introduction of technology', whereas Indian management is ahead in case of employee benefit. Surprisingly the mean in case of 'employee benefit' for Japanese management is less than the average score leading to the negative conclusion for Japanese management.

13. Overall it can be said that training is imparted at regular intervals. Organizations have started getting aware of the need and urgency of keeping themselves abreast of the changes taking place in the world of technology. Hardly 3% of the respondents from Japanese organization gave negative remarks.

14. The frequency of training is different for different cadre of employees. Workers in bottom level management declared that they are provided training at the interval of 3-5 months. However, in case when new
technology is introduced they are trained in between these periods. Middle level management is trained ones in a year or even in two years. Top level management declared that the period of training is uncertain (executive development). Normally as the cost incurred is too high, management are little reluctant in developing executive, though not indifferent altogether. The observations were almost similar in all three organizations.

15. 55.7% of the respondents opine that training does not increase productivity. Surprisingly not a single respondent was undecided on this issue. 44.3% employees commented that training does not lead to any increase in productivity. 73.7% of the respondents believe that training increases cost. 24% of them were undecided whereas hardly 2.3% respondents remarked negatively. 59.7% of the employees believe that training saves time. 38% of them were undecided to the issue, whereas, 2% gave negative remarks. 54.3% of the respondents said that training increases knowledge. 44% were undecided and 1.7% gave negative comments. A large magnitude of 71% of the respondents acknowledged that training increases their skill and competencies.

16. The comparative score of American management is better for four out of five attributes mentioned in the above table viz., ‘Increase in cost’, ‘saves time’, ‘increases knowledge’ and ‘increases skill and competencies’. This clearly portraits the fact that though imparting training increases cost, it is not a costly affair for American management, because almost all employees have declared that by doing so they can save time, increase their knowledge as well as skill and competencies. It can be inferred that Japanese management stands second in case of all the attributes measuring training. In case of Indian management, ‘training saves time’ and ‘training increases knowledge’ have mean of 2.16 and 2.16 is not much satisfactory. The attributes ‘Training increases productivity’, ‘training increases cost’, ‘training increases skill and competencies’ have mean of 2.51, 2.41 and 2.36.
Quite surprising but it is clear from the study that females have more positive attitude towards technology, and also there acceptance of technology is comparatively more. The response of male respondents to the statement that technology increases productivity was not much satisfactory with the mean of 1.82 as against the mean of 2.01 of female respondents. Their responses to the statements that technology increases cost, technology saves time, technology increases knowledge as well as skill and competencies were quite positive with the mean of male members of 2.64, 2.56, 2.52 and 2.69 and that of female members of 2.84, 2.60, 2.53 and 2.69 respectively.

Female employees voted more for the variables ‘excited to learn’ (60%), ‘fear of uncertainty’ (84%) and ‘fear of lack of knowledge’ (84%) when asked to mention their reaction to a new technology being introduced in the organization, as against the votes of 46%, 53% and 53% of male employees respectively for the same variables. Male employees vouched more for ‘highly excited to learn’ (52%) as against 41% votes of female employees for the same variable. 18% females and 34% males were indecisive towards their reaction to introduction of new technology.

Again, more disparity has not been found in the responses of the respondents belonging to three different managements. 28% employees belonging to Indian management, 36% employees belonging to American management and 32% employees belonging to Japanese management are highly excited to learn new techniques. Thus, American management stands 1st for this variable followed by the 2nd position of Japanese management and 3rd position of Indian management.

60%, 67% and 64% employees belonging to Indian, American and Japanese management respectively are excited to learn new techniques. Thus, again, American management occupies first
position, Japanese management takes 2nd position and Indian management occupies 3rd position for this variable.

89%, 64% and 80% of the respondents belonging to Indian management, American management and Japanese management respectively commented that they have a fear of uncertainty, regarding their future and security with the introduction of new technology. Here, Indian management stands 1st followed by the 2nd position of Japanese management and 3rd place of American management.

76%, 74% and 82% employees belonging to Indian management, American management and Japanese management asserted that they have fear of lack of knowledge with the introduction of new technology in their organizations. Here, Japanese management occupies 1st position with the 2nd position of Indian management and 3rd position of American management.

26% employees belonging to American management are indecisive to their reaction to introduction of new technology in their organization. Likewise, 18% employees belonging to Japanese management and 11% employees belonging to Indian management are also indecisive.

20. Much disparity was observed in the responses of different management when asked for the frequency of accidents in organizations. The response ‘uncertain’ from respondents was positive in case of all Japanese management and American management. Many respondents from American management declared ‘zero accident’ in three months. For Indian management, votes for ‘uncertain’ as well as ‘less than a year’ were more indicating both ways- positive as well as negative responses.

21. 92% employees in Japanese management declared that the proportion of wastage in their organization is normal. Similarly, 97% employees in American management and 68% employees in Indian management
asserted that the proportion of wastage in their organizations is normal. All respondents declared that the proportion of wastage in ordinary course is normal. Once in a while the proportion of wastage exceeds a particular limit when there is an accident in the organization. Management takes strict actions when wastage increases indiscriminately.

22. Regarding opinion about what they really meant by commitment, 227 respondents declared that commitment means 'best performance', 231 respondents asserted that commitment means 'less absenteeism', 216 of them vouched for 'less turnover', 171 voted for 'punctuality' and 168 for 'ethical'

23. Respondents are more committed to task as well as organizations with their total number being 194. 163 employees declared that they are more commitment to organizations where they work. 114 respondents acknowledged that they are committed to task than any other variable. 116 respondents remarked that they are neither committed to task, nor to the organization. They agreed that they are opportunists. 21 respondents were undecided to their commitment.

24. Mixed responses of the respondents have been reported regarding their opinion for the variables measuring commitment. Japanese management gives comparative more preference to less absenteeism; the least preference is given by Indian management. Japanese management gives more preference even to the second variable 'commitment means fewer turnovers' whereas Indian management gives it least preference. American management believes in best performance with the 1st position for this variable. Indian management stands 3rd for this variable. Indian management is lacking far behind in punctuality with the votes of hardly 32% of the respondents. American management gave 89% votes whereas Japanese management gave 82% votes. Indian management can be given first rank for the variable 'ethical' where 89% of them believe
that commitment means being ethnical. The score of Japanese management and American management is 78% and 74% respectively.

25. The maximum resistance to change is observed in case of Indian management. Japanese management stands 2nd here. Where change in task at regular interval is concerned the score of three management are very close with 20% votes of Indian management, 19% votes of Japanese management and 18% of American management. American management has maximum professional approach whereas Indian management lag behind in the race.

While making a comparative study of males and females, it could be inferred that 95 females are committed to task as against 79 males. Again 96 females acknowledged that they are more committed to organizations where they work as against hardly 67 votes of males. 101 female employees asserted that they are committed to both, organization as well as task as against votes of 93 male employees. This figure in percentage is more significant. Hardly 25 female employees said that they are committed to nothing as against 91 votes of male employees. This indicates emotional commitment of female members to their task and organizations. 9 females and 15 males were indecisive to this question.

Male members give their full energy and knowledge to their organizations as compared to female members.

26. Respondents gave maximum votes to their commitment towards family, social organizations, religious functions, professional organizations and political parties respectively. Thus, their commitment towards professional organizations is much less compared to their commitment to families.

27. American management stands first in multiple commitments of employees towards different groups with mean of 4.77, 4.18, 4.27, 2.68 and 3.90 for family, professional organizations, social organizations, political parties and religious organizations respectively. The mean of
Indian management is 4.33, 3.77, 3.82, 2.56 and 4.13 respectively and that of Japanese management is 4.11, 3.48, 3.98, 2.33 and 3.68 respectively.

Female members are committed more towards different groups as compared to male members. Female members, however, lag behind in commitment towards political parties. Commitment towards political parties is less than the average mean in case of both males as well as females.

28. The mean score of the respondents' views regarding commitment being influenced by job satisfaction, more friends at work, employees with well matched skills, open communication, job security, safe occupations, better employer-employee relations, recognition and fringe benefit is much higher than the standard average score at 5 point scale. Again, commitment is most influenced by friends at workplace and least influenced by employees with well matched skills.

29. For the variables affecting commitment, employees in Indian management voted more for 'employees with more friends at workplace', 'employees with well matched skills', 'open communication' and 'other fringe benefits'. American management got maximum votes for the attributes 'job satisfaction', 'job security', 'safe occupations', 'better employer-employee relations' and 'recognition of better performance'. Japanese management did not get maximum points for any of the attributes mentioned above. On the whole, it can be inferred that the above mentioned variables do have major influence on commitment on the part of employees.

A clear cut distinction cannot be made as to which gender has shown more commitment towards organizations where they work as their responses are quite mixed. Male members have shown their inclination more towards the attributes 'job satisfaction'. Female members have more concern towards the attributes such as 'employees with more friends at workplace', 'employees with well matched skills',

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'open communication' and 'better employer-employee relations'. As the overall score of both male as well as female members is quite above the standard average score, it can be inferred that the above mentioned attributes have influence on commitment on the part of respondents.

30. The turnover is influenced by length of service, type of control & nature of work, better prospects in other organizations, social needs and organizational conflicts. It is evident from the study that nature of work has maximum impact on turnover of employees whereas length of service has least influence on their turnover.

Turnover and absenteeism is influenced more by type of control, nature of work, better prospects in other organizations, social needs and organizational conflict in case of organizations managed by Indian solely. Organizations managed by Americans got more votes for turnover being influenced by length of service. Japanese management is at the midpoint so far as turnover and absenteeism is concerned.

Again, mixed responses have been observed in case of attributes measuring the factors that influence turnover and absenteeism in organizations. Male members vouched more for 'length of service' and 'better prospects in other organizations' whereas female members voted more for 'type of control', 'nature of work' and 'scope for satisfying social needs'.

9.2.3 Perception of Respondents Regarding the Existing Organizational Values

1. There is significant difference in the opinions of the respondents regarding the perception towards present manager on the basis of behavior of past manager. It can be concluded that the behavior of past managers do influence the perception of employees towards their present managers.
2. The votes of Japanese management for the variables selected to measure perception such as 'feelings towards organizations', 'views towards organizations', 'opinion towards organization' and 'personality of the organization as a whole' are 69%, 62%, 65% and 92% respectively. The same for American management is 65%, 82%, 80% and 89% respectively. In case of Indian management the votes stand to 76%, 56%, 58% and 98% respectively. Thus, it can be inferred that climate is a representation of employees' perceptions.

3. Respondents declared that virtuous actions and policies, an optimistic environment, a respectful way of acting, high level of honesty and integrity, high standards of performance, forgiveness & learning from mistakes, scope to satisfy social and community needs and free communication and interaction make organizations virtuous. However, maximum points were scored by 'free communication and interaction', followed by 'a respectful way of acting' and 'virtuous actions and policies' respectively. 'High level of honesty and integrity' got least points.

The American management stands 1st in all the variables put forward the respondents defining virtuous organization. It is tough to declare whether Japanese management or Indian management stands 2nd because the responses are quite mixed. However, Indian management has got better score in most of the variables put before the respondents. The mean for measuring 'virtuous actions and policies', 'a respectful and trustful way of acting', 'high level of honesty and integrity', 'high standards of performance and learning from mistakes', 'scope to satisfy social and community needs' and 'free communication and interaction' in case of Indian management is 3.85, 3.90, 3.59, 3.93, 4.33 and 4.25 respectively as against the mean of 3.65, 3.78, 3.57, 3.92, 4.22 and 4.20 respectively for Japanese management. The mean measuring 'an optimistic environment' in case of Japanese management is 3.78 which is little more than the mean of 3.61. The
overall conclusion from the study is that all employees have asserted quite positively for the attributes defining virtuous organization.

4. Huge disparity is seen in the comparative score indicating whether employees feel proud to work in organizations where they are working. 92% employees belonging to American management asserted positively. Hardly 4% gave negative comments, whereas 4% were indecisive. Japanese management stands 2\textsuperscript{nd} here with negative remarks of as high as 78% employees. Hardly 17% gave positive response. Indian management stands 3\textsuperscript{rd} for this attribute where 51% of the employees gave negative remarks and hardly 16% gave positive response.

5. A high magnitude of respondents to the extent of 74% and 75% agree that both managers as well as employees should try to perceive organizations from each others' point of view. Japanese management gave more positive response when asked this question. The responses of Indian management stand second.

6. Employees everywhere, whether belonging to Japanese or American or Indian management, firmly believe that organizational objectives can be achieved by love, empathy, awe, zest and enthusiasm. The mean score are very satisfactory to 3.93, 3.96, 3.85, 3.88 and 3.88 respectively.

   Indian management voted more for 'love' and 'empathy', 2\textsuperscript{nd} position has been occupied by American management whereas 3\textsuperscript{rd} position has been occupied by Japanese management for these variables. While comparing the attributes- awe, zest and enthusiasm, the mean score of American management stood to 4.23, 4.54 and 4.52 respectively. The mean in case of Japanese management is noted to 3.48, 3.35 and 3.34 respectively. Likewise, the mean score of Indian management for the above mentioned attributes is 3.64, 3.28 and 3.34 respectively.
The statistics, however, do not make absolutely clear as to whether males or females have more positive attitude towards the attributes mentioned in the table above. Female employees have voted more positively for the attribute ‘love’ and ‘empathy’. Males voted more positively for all other variables. The scorecard, however, reveals a clear picture that irrespective of the type of management as well as irrespective of gender, the employees believe that positive attributes generate positive values in the organizations.

7. The responses of the respondents when asked to respond to whether close and friendly relations generate positive emotions in the organization or not, were quite similar. Much disparity could not be found in the comparative score of three managements. The positive responses were to the extent of 88%, 86% and 85% respectively for Japanese management, American management and Indian management respectively. 9%, 9% and 10% of the employees in all the three distinct management mentioned above gave negative remarks.

8. Fairly large chunk of respondent responded to the extent of 74% asserted positively when asked to give their opinion on whether close and friendly relation promote positive values in organizations or not. Likewise, 75% of the respondents believe that it is possible for managers to generate psychologically healthy workforce.

9. The overall response of the employees when asked whether the virtuous climate of organizations help them the withstand stress, withstand burnout, absorb threat and trauma, bounce back from adversity, sustain hope and optimism, maintain resilience and toughness, empower them psychologically and generate values is more than the average mean to 3.50, 3.50, 3.51, 3.49, 3.43, 3.55, 3.39 and 3.33 respectively. Thus, it can be concluded that virtuous organizations help withstand adverse organizational climate.

The comparative score of respondents for the above mentioned variables clearly postulate the fact that there is no significant variance
in these variables in case of all the three managements. On the basis of mean score, however, it can be concluded that Japanese management stands first with the mean of 3.88, 3.88, 3.93, 3.82, 3.79, 3.92, 3.59 and 3.76 and the skewness of -.700, -.928, -.559, -.631, .414, -.222, -.153 and -.207 respectively. Indian management stands at the second positive with the mean score (3.31, 3.31, 3.23, 3.31, 3.08, 3.15, 3.49 and 3.16 respectively) slightly higher than the mean score of Japanese management (3.11, 3.11, 3.12, 3.17, 3.30, 3.01 and 2.87 respectively) in case of most of the attributes.

9.2.3 Perspective of Top Level Management Regarding Practices and Performances in Organizations

1. India is a country where cultural aspects have always gained much significance and this fact is true even today. 92% members belonging to top management opine that organizations have sub-culture, 88% declare that behavior of employees affect culture in organizations. A very large number of respondents to the extent 96% confirm that culture changes with time.

2. Disparity seems to be all pervasive. Maximum disparity has been found out in case of educational qualification. It is obvious that even in top level management; personnel do not possess same qualification. This has been declared by 92% of the respondents. So far as top level management is concerned disparity in terms of gender is found to be least (64), yet the number requires serious consideration. Disparity in terms of nationality, organizational position and family background stands to 72%, 84% and 80% respectively. Thus, organizations have failed to curb disparity even in top level management.

3. When respondents were asked to give their opinion about the job/position they are working at, 32% respondents belonging to top level management desperately declared that they were not appointed at the appropriate post or positions. 20% were indecisive to the
Regarding policies and practices in the organizations, 80% respondents acknowledge that their organizations have standard policies whereas 8% deny to this opinion. Cent percent respondents assert that policies are modified according to the need and urgency. 76% of them believe that policies are implemented at proper time, whereas 20% do not agree to this opinion. 88% members acknowledge that their policies are consistent to the Companies Act, Labour Laws, Factories Act etc., whereas 24% disagree to this opinion. 24% respondents acknowledge that their employees are not satisfied with their policies, whereas 64% say that their employees are fairly satisfied with companies polices & practices. 60% of them vouch that policies are communicated properly to their employees. 28% clearly reject this opinion. Thus, top level management give more positive responses for policies and practices of the organizations.

Pertaining to policies in different management, the findings gave quite astonishing results. Maximum votes were grabbed by the variable ‘wages and salaries’ with 92% votes, while the variable ‘counseling’ got least votes of 32% votes. ‘Grievance handling’, ‘incentive pay plans’, ‘socialization’, ‘performance bonuses’, ‘job enlargement’, ‘appreciation’, ‘overcoming role ambiguity’, ‘free & open communication’, ‘participation in decision making’ and ‘job enrichment’ got 88%, 84%, 76%, 72%, 64%, 60%, 60%, 56%, 48% and 44% respectively with 2nd, 3rd, 4th, 5th, 6th, 7th, 7th, 8th, 9th and 10th rank respectively. Thus, electrical companies have become more aware for financial incentives of members but are quite indifferent to sensitive non-financial issues like conflict & grievance handling, job enrichment, participation in decision-making etc.

It is very tough to say whether employees readily accept the change in culture or not, as 42% managers are indecisive to this statement. 23%
of them disagree whereas 9% strongly disagree. Thus opinions are inclined more towards the lower side of the graph.

6. Regarding training in the organizations, 92% managers declare that training is imparted to their employees, as well as to them at regular intervals. 8% deny to this statement. Again, 68% claim that employees are willing to get trained. Quite sadly, 32% managers remark that their employees are unwilling to get trained but are forcibly trained for the benefit of the organizations. 16% managers belonging to top level management declare that training does not increase their performance/proficiency. 28% are undecided to the statement. Same has been observed in case of commitment of managers towards organization. 56% could not answer. 52% clearly denied.

7. With regards to the morale, 56% strongly disagree that morale remains constant, while 20% disagree to the statement. 12% managers are indecisive to the statement. Hardly 12% managers gave positive response to the statement. Quite positive responses are sought for the effects on morale of managers with the passage of time. 68% acknowledge that their morale is boosted up with the passage of time. 20% have given negative remarks to the statement. When asked as to whether steps are taken to boost up morale of managers 76% agreed, whereas 24% denied clearly to the statement.

8. Comparatively less gender disparity could be seen in top level management. 12% of the respondents declare that there is gender disparity in terms of salary, nature of work and status (Tung-Chun Huang, 1995). 5% say there is gender disparity in terms of recognition. 68%, 64%, 72% and 64% straightway declare that there is no such disparity in terms of salary, nature of work, status and recognition respectively.

9. All respondents asserted positively that adequate safety measures are taken in their organizations. Special fund is created in some organizations as a provision in case of unforeseen contingencies.
Majority of them acknowledge that unsafe organizations make organizational climate tense and unsecure.

10. Though it is difficult to give exact number as to the frequency of accidents yet, all the respondents claimed that the frequency of accidents is very less. American management frequently celebrates 'accident free quarter', i.e. no accident (either major or minor) in three months' period. Even Japanese as well Indian management declare that though minor accidents take place in any organization, there organizations have succeeded in avoiding major accidents.

11. Regarding wastage in the organizations, 92% respondents claim that the proportion of wastage in their organizations is normal. 8% disagree to this statement.

12. All respondents agree to the fact that by discipline and awareness wastage can be reduced. Many organizations are turning towards eco-friendly measure to reduce wastage by making reuse of waste products. For example, Cummins Electricals Ltd., produces bio-gas from the residual of food that they get from canteen dustbins.

13. With regards to the commitment of top level personnel, 28% say that they are committed to the task assigned to them. 40% are indecisive to the statement.

14. 92% respondents say that they have multiple commitments towards their families, social groups, religious organizations etc. However, those managers in MNC who have come from abroad (8%) declare that they do not have multiple commitments. India is a country where relations, social gatherings, rites and rituals have got dominant position in culture. Hence it is not possible for Indian managers to remain indifferent to them.

15. It is obvious that multiple commitments towards different groups simultaneously lead to stress and tension. It also needs effective time management. All the respondents asserted that multiple commitments
definitely affect performance. However, the degree of adversely consequences varies widely from manager to manager and from organization to organization.

16. So far as top level management is concerned, turnover and absenteeism is affected maximum to the extent of 92% by better prospects in other organizations. Social needs have got least score of 37%. ‘Nature of work’, ‘type of control’, ‘organizational conflict’ and ‘length of service’ has score of 84%, 76%, 69% and 45% respectively.

17. 68% deny that behavior of past employees affect the perception of respondent towards their present employees. 12% are indecisive in this matter. 80% respondents believe that managers should perceive organizations from employees’ viewpoint 8% disagree to the statement 64% of them claim that values are being practiced in their organizations. 24% deny to it. 56% believe that it is possible to practice values in professional world, 28% are indecisive to this. All respondents (100%) agree that values change with time.

18. 56% respondents believe that close and friendly relations promote positive emotions. 7% are undecided to the statement. 48% of them feel that it is possible for managers to promote psychologically healthy workforce. 32% disagree to the statement. A large number of respondents to the extent of 76% think that cross-cultural values coincide. Conversely, 20% of them do not agree to this.

19. Japanese business leaders are extremely polite and almost never say no. On the other hand, the fact that they smile a great deal does not mean that they agree with the other person. Business leaders are very good at being vague in order to maintain politeness and to avoid confrontation.

9.3 Recommendations and Suggestions

1. One approach to improving the motivational climate of work groups can be composing groups so that the members are more likely to work
A good motivational fit of matching people whose interpersonal needs complement can serve the purpose. In addition to creating groups with need complementarity, establishing groups whose members have similar attitudes and demographic characteristics may have favorable impact on performance.

2. Programs for selecting and developing people who can function effectively as leaders can be useful for improving the performance and attitudes of group members. Good leaders can help to create congenial organizational climate.

3. Some positive steps such as increased training, improved internal communication, shared responsibility for decisions among workers and managers, job rotation, and incentive pay may serve the purpose. More attention to habitual or even biological dispositions of the individual that may to some degree determine his or her attitudes and energy levels in all work situations is warranted. Often, Employees migrate to training and career development opportunities. If employees are blocked into a specific or dead end job with no opportunity for promotion or variety, they will leave.

4. While working in Indian environment one thing that should always be kept in mind is that employees feel it a part of satisfaction when provided an opportunity of being employed in the social group. Hence it is highly essential to allow employees a reasonable amount of time for socialization (e.g., during lunch breaks or tea breaks etc). This will help them develop a sense of camaraderie and teamwork. Scope for socialization no way means inappropriate behavior or indiscipline on the part of employees.

5. If leadership is to be pro-active, it requires vision. However, vision itself is not enough. In order to get others -- followers -- to move in the direction of the desired goal (the vision), the leader must also be able to communicate that vision and the followers must be motivated to
follow. Leaders need to develop communication skills. The act of communicating may also touch the followers in an emotional way.

6. Often organizational bureaucracy kills the spirit and ideas of employees who want to contribute. Furthermore, people are more likely to follow and to have critical decisions made by the leader if they feel that somehow they, the followers, are taking part in the decision-making process. Likewise, expressing and telling a person if he/she did really good work. It is important that people know if their performance was good, because it is an incentive for them to continue doing good work or to do even better next time.

7. To be an effective manager at any level, education of the staff must also include practical training and information about managing ethics. Business practices and job performance can never avail adequate results in an amoral environment.

8. Although experience is the best teacher, cross-cultural training would be extremely valuable for professionals managing projects across shores. It has been observed from the study that owing to the transition phase of Indian economy, employees of different cultures find it difficult to adjust and adapt to the climate. Hence there is an urgent need to initiate training programs in which all important aspects of cultural differences necessary for the organization are provided. The training programs should include a basic awareness of cultural differences which exist between the “home culture” and the ‘foreign culture’.

9. One more thing that has to be kept in mind is training in effective communication needs to be provided, instead of style while communicating. While considering communication aspects in cross-cultural training, it is essential for professionals to gain training in “intercultural communication” and not purely on English communication.
10. Efforts should be made to imbibe unity in diversity. Attitude and perception of people needs to be widened so that they accept cultural differences as a new opportunity to widen their horizon instead of increasing gaps and disparities. One most important aspect of training programme should be to overcome communication gap. It has been found out that the managers at middle level are not clear about the vision of foreign management. Japanese as well as American management have no intention to change the prevalent culture of the organizations. This, the subordinates need to understand by overcoming communication gap.

11. It is a good HR practice to treat people as individuals and not to rely on stereotyped group membership about women, ethnic groups, older workers, workers with disabilities. Finally, it just makes good sense to pay people equally, regardless of gender, if they are equally qualified and are doing the same work. These kinds of HR practices can enhance productivity, provide a richer quality of work life, and contribute directly to the overall profitability of any enterprise. Remember that if every single worker of the company will perform, the company as a whole will perform.

12. On the other hand, for women in India it is difficult to continue work after getting married. Because most of the husbands want their women to stay at home and take care of the children. Under such cases, it is problematic to involve women in project work, because that would mean working in the fields, being away from their family for several weeks or even months. So consciously and possibly, involve women in office work rather than field work.

13. Indian women are too sentimental even at work. Managers can make use of such sentimental attitude to enhance productivity. For example a rose that is given to every woman at the international women’s day or discussions about their future plans gives her a feeling of being valued in the organization.
14. It's very necessary to understand that the married woman with children requires more organizational support than the unmarried and married females with no children. So it is the prime responsibility of the employers to take care while designing the human resource policies so that they can best utilize the women's potential.

15. The organizations should go for flexible working hours, childcare, telecommuting, job-sharing, emergency care facilities for children and elders and also support them for non-work commitments. It would help the organizations to pool the talented women professionals at every level. The Indian organizations have to understand that societal expectations and family responsibilities do come in the way of female professionals and their career. The organization should encourage family-friendly practices. They should ensure for various work-life requirements which would help the women professionals to balance their work and family responsibilities.

16. Managers should be interested in their employees' attitudes because attitudes give warnings of potential problems and because they influence behavior. Satisfied and committed employees, for instance, have lower rates of turnover, absenteeism, and withdrawal behaviors. They also perform better on the job. If managers want to keep resignations and absences down-especially among their more productive employees- they should make efforts to generate positive job attitudes.

17. If possible make printed copies of companies' policies-and-procedures manual easily accessible to all members of the staff. If written manual cannot be made available, create one, soliciting staff input along the way. Regular updation of manual is equally essential. It is advisable to compare companies' policies to those of similar practices in other companies and make changes wherever necessary.

18. For Indian workers it is important to feel at home even at work and that the working atmosphere is very important to them. For example,
Indian employees always ask each other how their families are and if everything at home is fine. In Western companies, unless one really knows the other person, such a question would be considered too personal.

19. One thing that Japanese need to correct is to make effective plans in as short span of time as possible. Because managers are busy most of the time making plans, they get frustrated. As per the Japanese culture managers should involve them simply in preparing plans. They believe the stronger the base by way of plan is, the more effective the structure by way of task performance will be. Indian managers feel satisfied only when they perform some practical tasks rather than simply preparing plans. This problem must be overcome.

20. Above all, ensure that workers' motives and values are appropriate for the jobs on which they are placed; make jobs attractive to and consistent with workers' motives and values; define work goals that are clear, challenging, attractive, and attainable; provide workers with the personal and material resources that facilitate their effectiveness; create supportive social environments; reinforce performance; and harmonize all of these elements into a consistent socio-technical system.

9.4 Areas for Future Research

The following are certain promising areas for those who are interested in empirical research in the field of Human Resource, particularly in Corporate Sector:

1 For better results, a study with a similar focus but with larger sample representing the respondents from different MNCs, apart from electrical companies may be attempted to generate results with broader applicability.
The organizational climate may be attempted to be analysed with more quantitative methodological instruments to validate the distinction between various categories of respondents.

Historical and geographical positions of the organizations may be considered for the future researchers.

For making the findings of the research utilization, a specific stress is needed on the nature of data, which has to be more qualitative. The quality of data can be further improved by emphasizing on participative or non-participative observation method of the data collected.

Each variable representing climate may be studied independently for making the study more extensive.