CHAPTER V

CONCLUSION AND RECOMMENDATION
Retail industry would never see the setting sun till existence of human race, reason is simple because humans cannot live without food, clothing and shelter. In India, both organized and unorganized retailing is prevalent. The first objective of this study is to examine the level of Job Satisfaction, Organization Role Stress and Organization Culture in retail sector. The results indicate that the retail employees face moderate extent of organizational role stress, with average score on dimension-inter role distance, role stagnation, role expectation conflict, role overload, self role distance and overall organizational role stress. High score on dimensions of Role Erosion and Personal Inadequacy and low score on dimensions of role isolation, Role ambiguity and Resource Inadequacy. On the dimension of organizational culture again the score indicates moderate level, with higher extent of score on parameters of Openness, Confrontation, Pro-action, Collaboration and Experimentation whereas average score on parameters of Trust, Authenticity and Autonomous. The result indicates that the average score of employees on dimension job satisfaction was moderate. Thus in a retail sector all employees face moderate extent of organizational role stress, finds culture to be optimum and even the job satisfaction level is average.

It is further investigated that Male employees in retail sector are found to be more stressed in comparison to females and the dominant parameters are Role Erosion, Personal Inadequacy and Self Role Distance. The results further reveals that the male employees finds that the organizational culture to be moderately supporting and the key parameters are Openness, Confrontation, Pro-action, Collaboration and Experimentation. The study even indicates that male employees are moderately satisfied with the job.

In comparison to male employees female employees are comparatively lesser stressed and enjoy their work. Female employees also find the organizational culture to be moderately supporting and have higher satisfaction level as compared to male employees.

The senior retail sector employees are facing more stress level as compared to new employees and the dominant stressors are Role Expectation Conflict, Role Erosion, Personal Inadequacy and Self role Distance. Senior employees should shoulder the responsibility of development of organizational culture, even how the prevailing
culture must be imbibed into upcoming employees but the statistical data reveals that the at all levels of employees perceive the culture in the same way but only the sales executives of new employees find a little difficult to accept the culture of ever changing industry. The senior level employees are showing a moderate level of satisfaction.

The middle level employees are comparatively less stressed as compared to higher level employees and the dominant stressors are Role Erosion and Personal Inadequacy. Senior, middle and executive level of retail employees have almost similar perception of organizational culture. The middle level retail employees are showing a moderate level of satisfaction.

The sales executives are the direct line of contact of origination and customers; they are also facing a moderate level of stress on dimensions of Role Erosion, Role Stagnation, Role Expectation Conflict, Self Role Distance, Role Ambiguity, Role Isolation. Sale executives have a moderate view of organization culture, with high scores on dimension of Openness, Confrontation, Pro-action and Collaboration. Sales executives are fairly satisfied with their jobs.

The stress level is comparatively low amongst higher age group employees of retail sector, with lowest on dimensions of Role Overload, role isolation, Role ambiguity and Resource Inadequacy, but stressor Role Erosion is found to be highest among these employees. Higher age employees perceive organizational culture to be more pro-active and smooth. Aged employees because of experience and increased skill set are more satisfied with job.

Lower age employees are indicating a higher level of stress because of two dimensions of Stress; Role Erosion and Personal Inadequacy. Other dimensions of inter role distance, role stagnation, role expectation conflict, role overload, role isolation and self role distance are also showing a comparative high level of stress. Lower age group employees find the culture of organization to be experimenting and even confrontation and collaboration are also encouraged in the retail sector. Youth of retail sector is showing a
dissatisfaction level might be because of longer hours of working, lack of skill set or frequent switches.

Experience tend to make the job easy and even gives higher satisfaction level, but in ever changing and demanding retail industry this sounds to be vice-versa. Stress level among higher experience retail employees is high. Experienced employees find the culture to be conducive on dimension of Openness, Confrontation, Pro-action, and Collaboration. Satisfaction level of experienced retail employees is comparatively higher.

Personal inadequacy because of lower experience, even results in role erosion. Other dominant factors of organizational role stress among lower experience employees are inter role distance, role stagnation, role expectation conflict, role overload, role isolation and self role distance. These employees find the organizational culture to be moderate with average score on dimension Confrontation, Collaboration and Experimentation. Lower experience employees are not satisfied with their jobs.

Second objective is to examine the relationship between Organizational Culture and Organizational Role Stress. With the help of correlation we tried to find out relationship between organizational culture and organizational role stress. It was observed in the study that the organizational culture and organizational role stress and its components are having negative correlations, but a significant correlation exists between ORS dimension, Inter Role Distance and Organizational Culture Dimension, Autonomous and Collaboration. Role erosion shows positive correlation with autonomous and dimension of Role ambiguity shows positive Significant Correlation with autonomous, Collaboration and experimentation.

In case of male employees of organizational sector, the results show that there is a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Autonomous and Collaboration even ORS Dimension Role Stagnation shows positive correlation with Organizational Culture Dimension Autonomous and Collaboration and Role expectation conflict shows positive significant correlation with culture dimension authenticity and autonomous.
Similarly in case of females the analysis showed that there was a significant positive correlation obtained among ORS Dimension Role Stagnation and Organizational Culture Dimension Autonomous. Role expectation conflict shows positive significant correlation with culture dimension autonomous. Role erosion shows positive correlation with autonomous. Role overload shows positive correlation with culture dimension Autonomous.

In case of higher age employees there was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Confrontation and Collaboration. ORS Dimension Role Stagnation shows positive correlation with Organizational Culture Dimension Autonomous and Collaboration. Role Expectation conflict shows positive significant correlation with culture dimension autonomous. Role erosion shows positive correlation with autonomous.

Lower age retail employees showed that there was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Autonomous. ORS Dimension Role Stagnation shows positive correlation with Organizational Culture Dimension Autonomous. Role Expectation Conflict shows positive significant correlation with culture dimension autonomous. Role erosion shows positive correlation with autonomous. Role ambiguity shows positive significant correlation with autonomous.

Lower experience employees result reveals that there was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Openness. Even ORS Dimension Role Stagnation shows positive correlation with Organizational Culture Dimension Autonomous and Experimentation.

Higher experience retail employees analysis showed that there was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Autonomous. ORS Dimension Role Stagnation shows positive
correlation with Organizational Culture Dimension Autonomous, Authenticity and Collaboration.

Senior level retail employees analysis showed that there was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Collaboration and Experimentation ORS Dimension Role Stagnation shows positive correlation with Organizational Culture Dimension Autonomous, Collaboration and Experimentation. In case of middle level employees a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Autonomous (r = 0.019 ). ORS Dimension Role Stagnation shows positive correlation with Organizational Culture Dimension Autonomous and Authenticity. Analysis of sales executive shows that there was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Autonomous and Collaboration.

Third objective is examine the relationship between Organizational Culture and Job Satisfaction. The analysis showed there exist a significant correlation among the dimensions of job satisfaction with the Organization culture. But interestingly autonomous parameter of organizational culture shows negative correlation with job satisfaction in case of retail male employees of any age, experience and position in the organization.

Forth objective is to examine the relationship between Job Satisfaction and Organizational Role Stress. The result reveals that that there exists a negative correlation among the ten dimension of organizational role stress and job satisfaction were found to be negatively correlated in the case of male, female; higher age group and lower age group, higher experience and lower experience group of employees. The same pattern of result has also been found in senior, middle and lower level executives of the retail sector.

Fifth objective is to examine the effect of organizational culture on employees’ Job Satisfaction and Organizational Roles Stress in retail sector. t – Test analysis was
conducted for the significant difference between the scores on the dimensions of the organizational role stress among the male and female employees of the retail sector and found that female staff is showing significantly high level of role stress than male counterparts. The results also reveal that the significant difference between the scores on the dimensions of the organizational culture among the male and female employees of the retail sector. No significant difference was found between male and female staff on the dimension of job satisfaction.

Analysis also reveals that the significant difference between the scores on the dimensions of the organizational role stress among the employees categorized on basis of their experience of the retail sector. There exists a significant difference on the dimension of organizational culture and employees with high experience are showing more satisfaction on the dimension of organizational culture. High experience employees are showing high level of job satisfaction than low experience employees and the difference were found to be significant.

Based on the above results it is suggested that retail sector should do periodic Stress Audit Survey so that the prevailing stressors can be identified and remedies can be suggested as either organizational interventions or employee interventions. To improve the organizational culture it is the responsibility of the Leadership to explore the missing OCTAPACE factors and try to induce my using different OD techniques. Job satisfaction level was found to be moderate. To increase the level of job satisfaction a more elaborative study should be conducted to know the dissatisfied on the job and off the job factors beside the relationships with organizational role stress and organizational culture and interventions should be made accordingly.
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