CHAPTER – VII

FINDINGS, CONCLUSION AND SUGGESTIONS
CHAPTER - VII  
FINDINGS, CONCLUSION AND SUGGESTIONS

7.1 Summary of Findings:

An analysis of the study carried out to examine the degree of employees’ perception on organizational climate variables, to study the relationship among organizational climate variables such as motivation, work environment, job satisfaction, training, career development, organizational commitment, communication and leadership style and the influence of demographic variables on organizational climate variables reveals the following findings:

- The five predominant factors such as conducive work environment, optimistic recognition, organizational relationship, and effective supervision and core values are indispensable to motivate the employees in SCB.
- Optimistic employees (44.4%) have strong agreement of motivating factors of monetary and non-monetary rewards. Improvements seekers (37.6%) stated that core values and effective supervisor are less motivating factors and saturated employees have agreement with recognition as motivating factor.
- Technological augmentation, collective efforts, transparent decision, supportive spirit and challenging work are creating good work environment in SCB. Technological work environment and transparent decision motivates the employees for supportive organizational climate.
- Technical adapters (42.8%) stated that team work and team spirit, technology used, involvement in decision making are favorable work environment for
increasing their performance whereas transcendental participants (38.6%) require supportive and challenging work environment for creating productive organizational climate.

- Three factors - secured atmosphere, individual growth and organizational growth are important for the employees’ job satisfaction. In particular secured atmosphere in SCB leads to organizational growth.

- Satisfied and prudent employees (78%) satisfied with pay, job security, organization and work group and employees in SCB have overall job satisfaction with their organization.

- Three dominant factors - elevating procedure, training environment and training premises are developing skills of the employees of the SCB. In particular elevating procedure and training environment help the employees to plan their work.

- Indecisive employees (26.6%) require adequate training premises for on the job and off the job training methods. Mechanical learners (56.2%) accept that the training enables them to plan the work orderly and help to get incentive, promotion and feedback in their work.

- Three predominant factors - career suitability, goal setting and performance recognition are important for the employees of the SCB for career development.

- Unenthusiastic employees (38.4%) require adequate career suitability for creating productive organizational climate. SCB provides funds and time for career development, providing opportunities for mentoring and recognition for good performance.
Career commitment, holistic approach and gregarious approach are self-motivating the employees for organizational commitment.

Result oriented employees (58%) and motivated employees (24%) in SCB are affective, normative and continuous commitment for the achievement of organizational performance.

Expedite communication and clear diffusion is the effective communication in SCB for the achievement of goals.

Around 6.4% of employees require transparent and clear communication for productive organizational climate. Majority of the employees (93.6%) stated that communication in SCB is short, reliable and speedy.

Participative leadership, supportive leadership and dynamic leadership are improving the performance of the employees and organization through leadership.

Inactive employees (12.4%) require dynamic leadership style for increasing organizational performance. Most of the employees (87.6%) stated that leaders in SCB are democratic, participative, supportive and encouraging.

Employees who feel that their organization meets their needs through conducive work environment and administrative justice are more motivated and have positive organizational climate. Monetary and non-monetary rewards provided by the organization enable the employees more committed towards the objectives of the organization.

The association between work environment of employees and their respective communication describes that the communication system in SCB is short,
speedy and direct which are helpful for achievement of organizational performance.

- Work schedule options, technology used, team work and team spirit of work environment collectively contributed to job satisfaction. Association between work environment of employees and their respective career development shows that the work schedule options helps employees for their career development and is useful for optimistic productivity.

- There is a deep association between job satisfaction of employees and their respective organizational commitment. Employees who feel proud of belonging to their organization are found to have a higher level of satisfaction. Satisfied employees are self-motivated and morally committed to organization.

- Off the job and on the job training helps the employees to get promotion and incentive and ultimately leads to job satisfaction.

- There is a deep association between job satisfaction of employees and their respective leadership style. Involvement of employees in decision making by leaders motivate them for job satisfaction.

- There is a deep association between training of employees and their respective organizational commitment. Training given by SCB to their employees makes them to be more committed to career.

- Training given by the organization helps the employees to equip them for their difficult task and to plan the work for organizational development.
Training to employees enables them to have clarity of their work to be performed and responsibilities towards them. The success work environment collectively leans upon training methods of the organization.

There is a deep association between training of employees and their respective career development. Training develops various skills needed for the employees to perform their job efficiently which are necessary for career development.

There is a deep association between training of employees and their respective communication. It ascertains that policies and goals of the organization are clearly informed through training that increases the performance of employees.

Association between training of employees and their respective leadership style reduces frustrating barriers and improves the performance of employees.

Employees who perceive or have the opportunity to advance their careers within their organization are more likely to be satisfied at work, have a strong commitment to the organization and be less likely to quit their jobs.

There is a deep association between career development of employees and their respective communication. Speedy and direct communication system in SCB favor for fast track program in career development.

There is a deep association between career development of employees and their respective leadership style. Leading by example and Supervisor’s encouragement help the employees for their career development.

Moral support and help in crisis in leadership style leads to less absenteeism and customer friendly in organizational commitment.
There is a deep association between communication of employees and their respective leadership style. When supervisors communicate with their employees, there is a mutual understanding of goals and the direction of the organization and those employees whose supervisors provide information are more satisfied.

The leadership style in SCB is encouraging and democratic which act as a motivating factor for less turnover of employees and contributes for conducive work environment for better productivity.

There is a deep association among various organizational climate factors. The various motivation factors and positive work attitudes are positively proportional to create a productive work environment in the organization. It is also identified that highly motivated employees reach the highest job satisfaction in the organization. On the whole it is concluded that the motivation of employees and job satisfaction poses an intimate relation in SCB.

Training and communication technology provided by SCB to their employees not only motivate them to work in a challenging and interesting work environment but also influence in their career development. Developing team work, providing feedback and leading the department effectively by leaders in a conducive work environment make the employees more committed to stay in the organization and satisfied with their work environment.

Personal progress is required by the employees through training and to advance in the future by career development. Recognition for good performance of the employees, sharing of vision and mission by leaders with their sub ordinates influence the employees more satisfied with their job. This indicates that more
satisfied employees are more committed to the organization for achieving its goals.

The policies and objectives of the organization are well defined through training and help the employees to learn to plan their work, develop team work, career self-management, and develop communication skills to increase the productivity and commitment to organization.

The employees of the SCB perceived that their recognition by the organization for their performance and providing mentoring makes them to be motivated for goal achieving and less absenteeism in the organization. Transparent communication system provides an opportunity for the employees to form a community within organization. Supervisors’ encouragement and their ethical behavior facilitate for the employees’ career development.

Communication usage and moral support and help in crisis by leaders influence the employees to effective commitment. This environment is self-motivating the employees for organizational effectiveness.

Through effective and direct communication system, leaders of the organization reduced the frustrating barrier among the employees and increase the positive work related outcome.

There is a significant positive relationship among the various organizational climate variables which are taken for study.

Most of the employees under study are male, age between 26 and 35 years, post graduates, married, having 2 children, non-managerial, above 15 years of
experience in banking sector, 11-15 years of experience in SCB and income between Rs 25,000 – Rs. 50,000.

Motivational factors are related to demographic factors such as gender, age, marital status, child, total experience in banking sector, tenure of experience and income.

Work environment is influenced by age, education, children, total experience in banking sector, tenure of experience and income.

Job satisfaction is affected by age, education, tenure of experience, and income.

Career development factors with age, education, total experience in banking sector, tenure of experience and income.

Organizational commitment is related to age, education, total experience in banking sector, tenure of experience and income.

Communication has impact on age, education, child, total experience in banking sector, tenure of experience and income.

Leadership style is influenced by age, education, nature of work, total experience in banking sector and tenure of experience.
The extent of influence of demographic variables on organizational climate factors is presented as follows:

**Gender**

Male employees are more agreement with career development and female employees are more agreement with job satisfaction and communication.

**Age**

Employees whose age between 36 - 45 years are high acceptance with work environment, age above 55 years have more agreement with training, age between 36 – 45 years have high agreement with communication and age below 25 years are more agreement with leadership style.

**Education**

Post graduate employees have high agreement with work environment, career development and communication. Professional employees are more acceptances towards training.

**Children**

The employees having 2 children are more agreement to work environment, training and communication and more than 2 children have more agreement to job satisfaction.

**Nature of work**

Non managerial employees are more agreement to career development than managerial who are moderately agreed.
Total experience

The employees having 10-15 years of experience are more accepting with work environment and communication of the organization, the employees having above 15 years of experience have agreement with training of the organization, the employees having below 5 years of experience are more committed and high agreement with the leadership style.

Tenure of experience

The employees who are above 15 years of experience have strong agreement with their training, the employees below 5 years of experience are more committed and the employees having below 5 years of experience have more agreement with leadership style.

Income

The employees, whose income is above Rs.75,000 are more motivated, more agreed with the training and employees having income below Rs.25,000 are more committed to the organization, high agreement with communication and leadership style.

7.2 CONCLUSION

The organizational climate leans upon job satisfaction, continuous motivation and training and leadership qualities of employees. The motivational factors provided by the organization enable employees more committed and contributed to job satisfaction. Training develops various skills of the employees and equips them for career development. Communication technology motivates to work in a challenging work environment. The leadership qualities create supportive spirit, optimistic interpersonal
relationship and conducive work environment. On the whole the employees are satisfied with their work environment and job and feel proud of belonging to their organization.

7.3 SUGGESTIONS

When the climate is worker oriented the employees will direct their behavior to attaining organizational goals. Positive working conditions such as proper motivation, warm environment, a differential reward system, orientation for new workers, cooperation among co-workers, job variety, opportunity for growth and development, supportive monitoring and belonging to a team influence the employees perceptions. Therefore, measures to initiate such a climate are justified. The following suggestions are offered to make the organizational climate more conducive and effective:

- The top level management is suggested to improve the motivational factors such as core values and supervisor’s efficiency. This would enable the less motivated employees to acquire the momentum of participation and involvement in the work.

- Positive work environment can be made through providing challenging work as employees have weak perceptions on such work environment factor of the organizational climate. Employees who perceived their work environment as to be adequate and favorable scored comparatively higher on the measures of job satisfaction, performance and perceived organizational effectiveness.

- The organization should take special measures to support the work groups and encourage the team spirit among employees. This may increase job satisfaction and commitment to the organization.

- The management should encourage employees to work on their interested project which increases their efficiency and job satisfaction.
✓ The organization has to develop training methods and training premises for employees to improve their knowledge, skills and abilities and to do a quality job. Perceived access to training have a higher commitment to the organization.

✓ The organization has to increase opportunities for personal growth and development of the employees. Having a variety of career opportunities within organization encourage employees to work efficiently and to reduce intent to quit the job.

✓ The organization has to help the employees in selecting the best suited career in their job. Organizations providing their employees with career advancement and opportunities have positive work-related outcomes. Employees who feel they are capable of advancing their careers are more satisfied with their organization and stay in the organization.

✓ Communication must be transparent and sufficient for smooth performance of employees. When supervisors communicate with their employees, there is a mutual understanding of goals and the direction of the company, and those employees whose supervisors provide information are more satisfied with their jobs.

✓ Management must encourage the employees to participate in decision making which brings good communication between subordinates and superior and to achieve organizational goals and objectives.

✓ The organization has to provide various conducive work environment like work schedule options, motivating factors, career development, training methods, communication system and leadership style to suit the various needs of different categories of employees based on demographic factors.
7.4 SCOPE FOR FURTHER RESEARCH

- A comparative study of employees’ perception of organizational climate variables between departments, between branches, between nations of the organization can be studied for future research.
- The organizational climate variables of public sector can be compared with private sector.
- Other organizational climate variables can be used to measure perceptions of employees.

7.5 SOCIAL RELEVANCE

The study provides useful information to the following beneficiaries:

7.5.1 Organization: It identifies weak factors of organizational climate and to take remedial measures to improve that factors which leads to less absenteeism of employees, increases efficiency, performance and productivity of the organization.

7.5.2 Employees: Positive organizational climate brings job satisfaction, quality of work and work life balance of employees.

7.5.3 Society: The conducive organizational climate creates awareness over employees’ responsibility and also creates a holistic approach for increasing the individual efficiency of employees. These well-equipped and disciplined employees would be useful for constructive atmosphere in the prevailing society.

7.5.4 Government: It helps the government to frame suitable policies to increase productivity, efficiency and quality of work of employees and organization.