CHAPTER – 6

SUGGESTIONS, RECOMMENDATIONS AND CONCLUSIONS

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Any research of this kind involves factual data collection, integration and drawing conclusions along with suggesting appropriate recommendations. The recommendations are directed towards policy makers, academicians and researchers.

Suggestions and recommendations are based on the findings of the study. It is expected that there is a correlation among objectives of the study, findings and suggestions. This section of the report is an important part as the purpose of any report is to suggest solution for a problem, undertaken for a study. While suggesting the solutions, there may be direct or indirect reference to the opportunities available and suggestions mention the ways of harnessing the opportunities also.

It is to be noted that, all recommendations and suggestions may not be implementable for the reasons of cost and scarcity other types of resources. However, they still remain as the indication of possible paths for implementing. Though the suggestions and recommendations are required to be achievable, the limitations of the study as indicated elsewhere, may act as a constraint. At the same time, the suggestions need to be practicable. However, the practicleness of any given suggestions is also limited by various constraints the organization has. Thus the suggestions and recommendations are said to have a limited applicability, as the present study has been conducted within certain limitations and contexts.

6.1 SUGGESTIONS AND RECOMMENDATIONS

1. It is suggested that all employees of the organization are made clearly aware of what is expected of them in organizational context. This needs to be looked into more, in case of public sectors. This suggestion holds good as far as “Job-Person Fit” is also considered.

2. Openness to suggestion is key to enhanced strength of organizational culture. Hence steps are to be taken by all types of organizations, to create such an atmosphere. This needs to be emphasized more in public sectors.
3. In order that future of the company is looked at with a positive attitude i.e. optimism, steps should be taken to orient the employees to the positive sides of past also. This is suggested to be done through strengthening of internal factors of organizational culture. This is again emphasized more in case of public sectors.

4. The use of stories, symbols, jargons need to be emphasized in case of possible, so that the sense of belongingness is fostered further.

5. Since the creative talents which can alter the existing culture and enhance future nature of culture, HR departments should strive to attract new talents into the organization

6. The value given by the organization towards entrepreneurial spirit of the employees determines the strength of organizational culture. This aspect needs to be emphasized by all types of organization and more so with public sectors.

7. Since the organization has to meet the diversified interests of its customers through its different products, the organizations have to continue, as is done now, in future also.

8. Empowerment is the key to enhanced performance. Though empowerment is perceived to be available at a desired level, steps should be taken to maintain and strengthen it.

9. Since the study finds that there is availability of flexibility to learning in the selected organizations, it needs to be further strengthened, in the organizations' own interest.

10. The perception that there is unreasonable demand to perform, particularly with MNCs, needs to be looked into with seriousness, as such unreasonableness will weaken the organizational culture.

6.2 GUIDELINES FOR FUTURE RESEARCH

1. The study details and findings of this research will offer a way to address organizational culture issues vis-a-vis HR issues of an organization. Thus, further studies in training and development, performance management, which are essentially HR aspects, in relation to organizational culture, can be undertaken.
2. The present study has included industrial organizations as the study elements. However researches with reference to other types of organizations, say, service organizations will broaden the study in this direction.

3. The present study has discussed about product and customer aspects of organizational culture also. Industrial organizational culture, without consideration to marketing aspects will remain incomplete. The parameters and methodology adopted in the present study can be applied to such studies in which marketing aspects of organizations are emphasized in its relation to its own organizational culture.

4. Financial performance as measured by profit, ROI, EPS etc. do get affected by such qualitative factors of an organization, as motivation, morale, team spirit etc. Thus the findings of the present study can be applied to such studies of financial management also.

5. Many organizations operate in different sectors in different time periods, for e.g. a public sector organization of earlier decades, after being privatized are private sector undertakings of present. Thus, the findings of this study will help to verify if there is increase or decrease on any of the parameters studied now, after the organization has changed its sector.

6.3 CONCLUSION

The extensive literature survey and the findings of the present study in different industrial undertakings of Karnataka viz. public, private and MNCs organizations have revealed that organizations which monitor their organizational cultures through formal and informal methods, are also monitoring their performance on production, quality of work life among the employees. It is also necessary that the employees also absorb the organizational culture to the maximum strength and the top management should provide appropriate guidelines and directions to achieve the organization’s goals.

The MNCs should identify the work values and cultural ethos of the country in which they are operating, which many a times is very different from their home country’s work values and cultural ethos.

It is highly significant that there shall be a good ‘person – job fit’ in the organization. It is here that the HR departments play an important role. Since the present
study indicated that HR departments are not creative to attract new talents, which is highly essential in a dynamic context, all out efforts are needed to strengthen the HR departments. Elsewhere in the report it is mentioned that HR departments are responsible for the management of organizational culture also.

Communication in the form of message, openness to new ideas, cross functional communication, expression of emotion confiding with ‘the senior members, expression of negative thoughts etc., are at the core of organizational culture’s internalities. Though the communication in the related organizations is perceived to be positive and appropriate, efforts are still required to strengthen the communication.

The leadership and its styles are at the steering end of the organization. Though the leadership style, that the organizational members adopt, may suit a given situation, it is generally felt that democratic style of leadership suits many situations and also leads to strengthening of organizational culture.

As far as the role of top management is considered, it can be said that they shall act as role model for the behaviors intended to be exhibited by the lower level employees. It is here, the top management’s attitude towards risk taking; attitude towards its present customers; their openness with the lower level employees to air the concerns; tolerance to non-normative behavior; attitude towards innovativeness and pro-activeness, count. Though the present study indicated the favorable attitude towards many of these aspects, it is highly necessary that they are given more attention, so that organizational culture is strengthened.

The training programmes of a company helps in transmitting the organizational culture elements. Hence there is a need for training objectives and the goals of the organization are in alignment. The organizations under study have indicated the alignment. But the question still remains as to what extent they are in alignment. Though in depth studies are required in this direction, it would suffice if one mentions that the alignment be as close as possible. With regard to the training programmes in the organization, it was also noted that sufficient expenditure is made on the training programmes also. This is a positive indication for the organization as far as strengthening of organizational culture is concerned.

The role of stories, rituals, material symbols in propagating the culture need not be over emphasized. The organizational culture as initiated by its founders, gets transmitted
to the employees of present as well as future, through the stories, rituals, material symbols, artifacts, language, jargons, dress code etc. Though they are at the outermost layer of the organizational culture, referred to as externalities in the present study, they do have a communication value. It is for the organizations to see that there is a good match between what it believes and values and how it looks to an outsider. All these tangible factors get assimilated in the employees into intangible values and beliefs.

In a nutshell, it can be said that, organizational culture being a topic discussed amongst academicians and researchers, needs further studies from all possible angles. The attention towards the subject has increased tremendously, post globalization, as many of the domestic organizations have started working in other parts of the world. Companies and organizations, trying to become MNCs is the order of the day. The present study is one such study aimed at the internalities and externalities of selected industrial undertakings of Karnataka.

Risk tolerance, Pro-activeness, Grievance handling, Reward system, Conflict tolerance, Cross functional communication etc., being the corner stones of any industry, needs to be studied further as well as implemented with all seriousness.

A large part of organizational culture can be directly traced to internal factors or internalities as explained elsewhere. Many of the dimensions in the form of stories, jargons, rituals etc., are explicit also. As can be conjectured organizational culture is a combination of both. However both of them needs to be integrated properly for the betterment of the organization.

Though it can be argued that there can be as many organizational cultures as the number of organizations, shrinking of the world into a global village implies the vanishing of differences. But organizations by their own identification of culture can, and have to strengthen on those variables as detailed in the report, for their own benefit as well as the milieu in which they are operating.