CHAPTER 7

SUMMARY AND CONCLUSIONS

- RESULTS OF CORRELATION OF DIFFERENT VARIABLES ON ORGANIZATIONAL CLIMATE
- IMPLICATIONS OF THE STUDY
- IMPLICATIONS FOR MANAGEMENT
- LIMITATIONS OF THE STUDY
SUMMARY AND CONCLUSIONS

This chapter is presented to summarize the results of correlation and bring out the conclusion. Highlights of results of correlation and stepwise multiple regression analysis on Organizational Climate are as follows:

1) Inter Role Distance has significant relationship with Achievement and Extension oriented climates.

2) Role Stagnation has significant relationship with Achievement and Extension oriented climates.

3) Role Expectation Conflict has significant relationship with Affiliation and Extension oriented climates.

4) Role Erosion has significant relationship with Control and Extension oriented climates.

5) Role Overload has no significant relationship with any climate Factor.

6) Role Isolation has significant relationship with Control and Extension oriented climates.

7) Personal Inadequacy has significant relationship with Engineering/Non-Engineering and Large-Medium Industry more than any other factor.

8) Role Ambiguity has significant relationship with Control and Extension oriented climates.
9) Self-Role Distance has significant relationship with Control and Extension oriented climates.

10) Resource Inadequacy has significant relationship with Control and Extension oriented climates.

11) Organizational Role stress (Overall) has significant relationship with Control and Extension oriented climates.

Among the other set of objectives of this study was to explore the differential effects of Organizational Climates of the engineering industry and dominant role of stress among the middle level executives. We have seen that the dominant climate in the engineering industry is Dependence Climate and the back up climate is Achievement Climate. We have called this climate Dependence-Achievement; we have also seen that this is generally the climate in the private sector industries in India. There is a need to change the dependence component of the climate to improve organizational effectiveness. The least dominant climate is affiliation climate.

The most dominant role stress among the middle managers has been found to be Role Erosion. This finding, as we have see, is in line with findings with other industries and the reasons have been explained in the previous chapter. The next dominant Role Stress has been found to be Inter Role dependence and Role Isolation. Both these findings indicate that management of the units studied requires intervening to reduce these stress levels.
Differential Effects of Organizational Climate and Size on Job Satisfaction and Role Stress

The least dominant stress is Role Ambiguity indicating systematic professional approach of management in this industry.

IMPLICATIONS OF THE STUDY

The present study has established significant positive correlation between OC variables and Job Satisfaction variables. Miller and Norman (1979) had suggested that attributions made by an individual depend, among other factors, on the personality variables of the individual. There is a need to study the various styles of attribution people adopt and how these styles relate to their personality variables.

There have been many correlation studies for Organizational Role Stress. There is a need to appreciate the importance of size of the establishment and also the various correlates of Size: medium and large to be clearly identified. The present study has attempted to throw some light on the correlation of size with Organizational Climate and Role stress. There is a need for identifying other antecedent and resultant variables of size and their correlations.

Another issue in the climate research is to establish which type of motivational climate is most desirable for the benefit of an organization, and how that climate can be created. It is understood that organization may vary in their goals and objectives and a favorable climate may also vary according to that. For example, a research organization and a trading organization may require
different types of climates to be effective in achieving their goal. Again, creating a desired climate may require changes in many internal, external and leadership variables in the organization. Therefore, it can be said that such a research will be an involved task but, nevertheless, will be highly useful to the management of organizations.

We have seen that the mean scores of Organizational Climate have come very close to one another in this case. Results of some other studies (Sharma, 1987) have shown similar pattern. For correlation study, there is no problem in this. However, if the results are to be used for diagnosis and intervention by the management more reliability is required. We have seen that Factor Analysis has shown 3 factors explaining 82% of total climate variables. More research is required in this direction to measure climate in terms of two or three factors. Limited factors may make diagnosis of climate easier. We have observed high correlation between Role Erosion, Inter Role Dependence, and Role Isolation. Do they always go together? As these three role stresses are dominant in many industries in India, more detailed study is necessary.

IMPLICATIONS FOR MANAGEMENT

The most dominant climate in the engineering industry has been found to be achievement-dependence type. This means that, though the general orientation is for results, the methods adopted are
bureaucratic. This means that there is lack of trust and delegation, lack of participation in decision-making, and there are many layers of authority. In the liberalized economy, when success and failure depends so much on the proper utilization of manpower, the engineering industry will have to change its style of leadership for greater effectiveness of their organizations. Drucker advocates restructuring of organizations when he says: *The current emphasis is on reengineering. Reengineering essentially means changing an organization from the flow of things to flow of information. To build achieving organizations you must replace power with responsibility.*

Some possible actions could be:

- Build Flat and responsive organizations
- Communicate goals to people and inspire them to achieve results.
- Develop teamwork at all levels.
- Provide continuous training and development
- Create a knowledge base for the organization.

The study also reveals that the engineering industry is low in Expert Power Influence. The development of engineering industry in any economy takes place when the economy is at an advanced stage. If the expertise is not developed, engineering industry cannot thrive. The present study points out a very vital shortcoming of the engineering industry — lack of emphasis on development of expertise.
It is true, and that is why, after having so many collaborations with advanced countries and several innovative initiatives on the part of the Government, we are not able to produce world-class engineering goods for export to meet the ever-demanding markets worldwide.

Management of engineering industries should take cognizance of this finding. Many measures can be suggested. Some are:

- Giving importance to quality control in the organization:
  - Introducing total quality management programmes.
  - Appointing a quality control man at the level of directors.
- Investing in research and development: The research and development in India need not be fundamental in nature. Emphasis should be on applied research: particularly in the areas of method improvement, value analysis etc.
- Top management should take interest in technical matters of the company primarily, product design, process design, and production technology.
- There should be emphasis on technical training. All level of employees should be trained in the technical aspects of their job regularly.
- Use of state-of-the-art technology, including IT and other knowledge based initiatives should be encouraged.
- Regular technology audit, and emphasis on competency development.
The most dominant role stress of middle level managers in the engineering industry is Role erosion, followed by Inter Role dependence and Role isolation. The causal environmental variables are control climate and achievement climate. The control climate has close association with dependence climate, which is the dominant climate in the engineering industry. We have seen earlier that role stress has debilitating effects on individual performance. High stress of executives is indicative of their sub optimal performance. Management should take note of it and initiate actions to mitigate the stress producing circumstances. Some possible actions are:

- Stress audit in the organization to ascertain dominant stresses.
- Change in leadership style to create more effective organizational climate.
- Being sensitive to the possible changes in the stress level with changes in the organization. With turbulent external environment, internal changes cannot possibly be avoided. But a sensitive management will initiate communication programmes before changes are made so that employees understand the requirement of changes and their implication on the organization as well as the individuals. This is particularly true where role erosion and role isolation is high.
• Training of employees on causes and effects of stress and the possible coping strategies.

LIMITATIONS OF THE STUDY

This study is based on data collected from organizations in the engineering industry at a particular point of time. If any organization at that point of time was passing through unusual circumstances, as was experiencing some special problems, the results of this study can be biased to that extent. Systematic collection of longitudinal data, and careful classification and analyses are desirable in such research work (Burke, 1986). Lack of this can be constrained as a limitation.

This study is based on indirect questionnaire measure of stress. This can also be called proxy measures. Ganster et.al. (1982) Gardner (1982), Jackson and Schular (1985) have all argued for the use of physiologic stress measures in the organizational literature. Khandwala (1992) argued for multiple methods in organizational researches to improve the validity of the finding. Though we have adopted multiple statistical tools for analysis of the data, only one method has been used i.e. questionnaire method. This is another limitation of the study.