CHAPTER 3

STATEMENT OF THE PROBLEMS AND HYPOTHESIS

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STATEMENT OF THE PROBLEM AND HYPOTHESIS

Organizational climate, an element of organizational environment is a construct that distinguishes one organization from the other (Drexler, 1977). According to Schneider and Snyder (1975), as conceptual organizational climate is a summary perception, which people have of an organization. It is then, a global impression of what an organization is. The global nature of organizational climate, however, in no way suggests that the concept is one-dimensional. Many different classes of event or organizational practices and procedures may contribute to the global or summary perception people have of their organization. Thus each individual perceives or conceptualizes his organization in any number of ways depending upon the context and the set of information about the organization, which is operative for that individual. He may perceive the climate as work oriented, innovation oriented and supportive etc. Each such summary perception may be differentially relevant to the other organizational variables. This fact was also stressed by Litwin and Stringer’ 1968. When he referred to organizational climate as a “set of measurable properties of work environment perceived directly or indirectly by the people who live and work in this environment and is assumed to influence motivation and behaviour.”
We have already seen that the situational variables e.g. Organizational Climate (OC) have significant influence on various behavioral phenomena like role stress. (Khanna, 1985; Sharma, 1987), job involvement (Hammer, 1976), job satisfaction (Kahn et al, 1964).

The extent of the importance of the concept organizational climate is evidenced by no fewer than eight major reviews discussed over last 30 years of climate literature (Campbell Lawler & Weick 1970, Forehand & Gilmer 1964, Hellreigel & Payne & Pugh 1976, Tagiuri & Litwin 1968, Woodman & King 1978). There have been a number of studies reporting attempts to define and measure dimensions of climate. No less than ten questionnaires have been developed.

PRESENT STUDY

The study is primarily of engineering industry in Western Region. However, in order to ascertain existence of variability inter se between industries a few select non-engineering industries have also been included in the study. It is expected that the study will help management professionals in evolving and implementing suitable strategies and coping mechanisms to enhance job satisfaction and reducing role stress in their respective spheres of operations.

The present study aims at investigating relationship between organizational variables, namely, Organizational Climate and Size with Job Satisfaction and Organizational Role Stress among executives in Engineering and Non-Engineering industries in Western India.
Comparison is made between Large and Medium size companies. The cut-off level has been determined on the basis of sales turnover (Rs. 10 crore): and employment (100 employees). Small and tiny sectors are not included in the study as the findings are likely to be skewed if included review of most of them being owner-managed and with very few employees.

**WHY ENGINEERING INDUSTRY?**

Engineering Industry has been chosen for the study for the following reasons:

a) Engineering Industry is keen on evolving modern methods and management practices for motivating human resource for improved organizational effectiveness.

b) Response to studies of this has favorable data availability and the quality and reliability of the data is better and high.

c) As the industry is described as “Engine for Growth” there are better strategies and corporate plans for growth and development of individual units.

d) Inter-firm comparisons can be taken up more meaningfully and with greater advantages.

e) Engineering Industry is chosen for the study in view of the larger number of internal and external variables as compared to other industries.
Middle level executives are respondents to the study. They are chosen in view of their vulnerability towards environmental factors. While they are responsible for implementation of policy decisions taken by the top management, their views are not sought in decision-making even in areas where they are directly concerned. It is also observed that middle level executives do not have adequate control over resources employed for production or adequate systems support while the responsibility for implementation of changes is heavily on them.

**RESEARCH OBJECTIVES**

Studies on Job Satisfaction in the Indian context encompassing recent changes in the engineering industry have been very few and far in-between. Reference to research undertaken so far does not appear to establish conclusively the effects of Organizational Climate and Size of the Engineering Industry on Job Satisfaction nor its relationship with Organizational Role Stress (ORS) though the effects of Organizational Climate in ORS was studied extensively (Sharma, 1987; Singh, 1987). This study attempts to explore this area further and establish the effects of Organizational Climate on ORS in engineering industry on the following dimensions:

1. Effects of perceived Organizational Climate and Size on Job Satisfaction.

2. Effects of perceived Organizational Climate and Size on Organizational Role Stress.
3. Relationships between Job Satisfaction and Organizational Role Stress: and

4. Moderating effects of Organizational Climate and Size on the relationships between Job Satisfaction and Organizational Role Stress.

THE STATEMENT OF THE PROBLEM

Taking a perceptual approach the present study investigates the following problem:

The differential effects of Organizational Climate and Size on Job Satisfaction and Role Stress.

HYPOTHESES

1. There is no significant difference between the mean Job Satisfaction (Job) scores of high and low scoring groups of all the six categories of Organizational Climate.

2. There is no significant difference between the mean Job Satisfaction (Management) scores of high and low scoring groups of all the six categories of Organizational Climate.

3. There is no significant difference between the mean Job Satisfaction (Personal Adjustment) scores of high and low scoring groups of all the six categories of Organizational Climate.
4. There is no significant difference between the mean Job Satisfaction (Social Relations) scores of high and low scoring groups of all the six categories of Organizational Climate.

5. There is no significant difference between the mean Job Satisfaction (Overall) scores of high and low scoring groups of all the six categories of Organizational Climate.

6. There is no significant difference between the mean Job satisfaction (Job) scores of high and low scoring groups of large and medium units in the engineering units in the engineering industry.

7. There is no significant difference between the mean Job Satisfaction (Management) scores of high and low scoring groups of large and medium units in the engineering industry.

8. There is no significant difference between the mean Job Satisfaction (Social Relations) scores of high and low scoring groups of large and medium units in the engineering industry.

9. There is no significant difference between the mean Job Satisfaction (Personal Adjustment) scores of high and low scoring groups of large and medium units in the engineering industry.
10. There is no significant difference between mean Job Satisfaction (Overall) scores of high and low scoring groups of large and medium units in engineering industry.

11. There is no significant difference between the mean Organizational Role Stress (Inter Role Distance) scores of high and low scoring groups of all the six categories of Organizational Climate.

12. There is no significant difference between the mean Organizational Role Stress (Role Stagnation) scores of high and low scoring groups of all the six categories of Organizational Climate.

13. There is no significant difference between the mean Organizational Role Stress (Role Expectation Conflict) scores of high and low scoring groups of all the six categories of Organizational Climate.

14. There is no significant difference between the mean Organizational Role Stress (Role Erosion) scores and low scoring groups of all the six categories of Organizational Climate.

15. There is no significant difference between the mean Organizational Role Stress (Role Overload) scores of high and low scoring groups of all the six categories of Organizational Climate.
16. There is no significant difference between the mean Organizational Role Stress (Role Isolation) scores of high and low scoring groups of all six categories of Organizational Climate.

17. There is no significant difference between the mean Organizational Role Stress (Personal Inadequacy) scores of high and low scoring groups of all the six categories of Organizational Climate.

18. There is no significant difference between the mean Organizational Role Stress (Self-Role Distance) scores of high and low scoring groups of all the six categories of Organizational Climate.

19. There is no significant difference between the mean Organizational Role Stress (Role Ambiguity) scores of high and low scoring groups of all the six categories of Organizational Climate.

20. There is no significant difference between the mean Organizational Role Stress (Resource Inadequacy) scores of high and low scoring groups of all the six categories of Organizational Climate.
21. There is no significant difference between the mean Organizational Role Stress (Overall) scores of high and low scoring groups of all the six categories of Organizational Climate.

22. There is no significant difference between the mean Organizational Role Stress (Inter-Role Distance) scores of high and low scoring groups of large and medium units in the engineering industry.

23. There is no significant difference between the mean Organizational Role Stress (Role Stagnation) scores of high and low scoring groups of large and medium units in the engineering industry.

24. There is no significant difference between the mean Organizational Role Stress (Role Expectation Conflict) scores of high and low scoring groups of large and medium units in the engineering industry.

25. There is no significant difference between the mean Organizational Role Stress (Role Overload) scores of high and low scoring groups of large and medium units in the engineering industry.

26. There is no significant difference between the mean Organizational Role Stress (Role Erosion) scores of high and low
scoring groups of large and medium units in the engineering industry.

27. There is no significant difference between the mean Organizational Role Stress (Role Isolation) scores of high and low scoring groups of large and medium units in the engineering industry.

28. There is no significant difference between the mean Organizational Role Stress (Personal Inadequacy) scores of high and low scoring groups of large and medium units in the engineering industry.

29. There are no significant differences between the mean Organizational Role Stress (Self-Role Distance) scores of high and low scoring groups of large and medium units in the engineering industry.

30. There is no significant difference between the mean Organizational Role Stress (Role Ambiguity) scores of high and low scoring groups of large and medium units in the engineering industry.

31. There is no significant difference between the mean Organizational Role Stress (Resource Inadequacy) scores of high
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and low scoring groups of large and medium units in the engineering industry.

32. There is no significant difference between the mean Organizational Role Stress (Overall) scores of high and low scoring groups of large and medium units in the engineering industry.

Upon testing the hypothesis as above, the following relationships are examined through Multiple Regression Analysis and other correlation procedures:

1) Organizational Climate versus Job Satisfaction
2) Organizational Role Stress and Job Satisfaction
3) Size and Job Satisfaction
4) Size and Organizational Role Stress
5) Effect of Organizational Climate and Size on the Relationship between Job Satisfaction and Organizational Role stress.