Chapter - VI

FINDINGS, CONCLUSIONS AND SUGGESTIONS
SUMMARY OF FINDINGS AND SUGGESTIONS

This chapter presents the summary of the findings of the study and offers suggestions to boost up the organizational climate and job satisfaction of the employees of the Tirumala Tirupati Davasthanams. It also proposes the scope for future research.

Organizational climate and job satisfaction play a significant role for an employee in terms of attitudes, beliefs and values, well-being and for an organization in terms of its productivity, efficiency, employee relations, absenteeism and turnover.

Job Satisfaction of TTD employees results from the specific likes and dislikes experienced in their jobs and TTD environment. The efficient manpower can be best utilized if employees are satisfied with their jobs. So, the ways in which authorities treat their employees and fulfil their needs and expectations can ensure the creation of a social environment conducive for harmonious employer-employee relationship.

For a detailed analysis and empirical evidence on organizational climate and job satisfaction, the employees of TTD, that is, the total sample universe for the study, comes to 360 employees. Of these, 36 are professionals, 109 are administrative staff and 215 are sub staff. Their responses to the structured questionnaire along with the published literature on the subject are the basis for arriving at meaningful conclusions of the study.

The data for the current study are pooled both from primary and secondary sources. Secondary data sources include electronic sources, published official reports on TTD, and published books, research articles, magazines, professional journals and daily newspapers, administrative Office and other places such as the Hindu religious and charitable endowments, Internet, theses and dissertations etc. However, primary data were generated canvassing the structured, pre-tested questionnaire to the sample respondents, for eliciting information on organizational climate and job satisfaction.

As such the entire questionnaire comprises three sections from ‘A’ to ‘C’. Section ‘A’ incorporates questions designed to collect data on demographics of sample respondents, Section ‘B’ is related to organization climate variables, and
Section ‘C’ is focused on Job Satisfaction and requests the respondents to express their opinions on a five-point scale.

The collected data on organizational climate and job satisfaction are analyzed with the help of SPSS, statistical techniques like z-test, F-test, Chi-square test, correlation analysis, factor analysis and so on. They have been extensively used for testing the validity of the findings. The major findings of the study are presented as under.

6.1 SOCIO DEMOGRAPHIC VARIABLES OF THE RESPONDENTS

6.1.1 Designation of the Respondents

It is found from the study that the sample consists of 36 professionals, 109 administrative staff, and 215 sub staff. On the whole, 59.7 per cent of the respondents are the sub staff and the remaining 30.3 per cent are the administrative staff, 10 per cent are the professionals and their responses to the structured questionnaire are the basis for overall analysis and influences of the study (table 4.1).

6.1.2 Sex-wise Distribution

It is observed from the study that 68.3 per cent of the respondents in the sample are male and the rest are female. Further, the female employees according to category are also found to be very few (table 4.2).

6.1.3 Age-wise Distribution

It is observed from the study that a majority of respondents (37.2 per cent) belong to the age group of 36-40, while 32.8 per cent respondents are in the age group of 41-45, 18.9 per cent respondents are in the age group of 31-35, and 5.8 per cent respondents are in the age group of 46 and above. Around 5.3 per cent respondents belong to the age group of below 30 years (table 4.3).

6.1.4 Marital Status-wise Distribution

It is found from the study that 86.7 per cent of the respondents, on the whole, are married while 13.3 per cent are unmarried. Among the total unmarried respondents, professional respondents, administrative staff and sub staff respondents are 22.2 per cent, 17.4 per cent and 9.8 per cent. The chi-square value is significant at
5 per cent level, and it can be inferred that there is a significant difference between professionals, administrative staff, and sub staff with respect to marital status (table 4.4).

6.1.5 Social Status - wise distribution

It is noticed that, 36.4 per cent of respondents belong to other caste community, 32.8 per cent are from backward classes, 19.2 per cent belong to scheduled caste and 11.7 per cent of respondents are from scheduled tribe community. Category- wise distribution of sample respondents also indicates a similar trend. The chi-square value is significant at 5 per cent level and it can be inferred that there is a significant difference between professionals, administrative staff, and sub staff with respect to social status (table 4.5).

6.1.6 Family Size - wise Distribution

It is observed from the study that most of respondents are in the family size of four (39.2 per cent). About 23.6 per cent of the respondents have 3 members in their families, 18.1 per cent have 5 members in their families and 14.7 per cent have above 5 members. From this, one can deduce that the respondents in the present study prefer to have smaller families (table 4.6).

6.1.7 Family Background

It is also observed from the study that around 36.7 per cent of the employees selected for the study have an agriculture background. Similarly, 24.4 per cent respondents are from service families, 24.2 per cent of the employees are from others and 14.7 per cent of employees have come from business families (table 4.7).

6.1.8 Type of Family

It can be noticed that majority of the respondents (53.6 per cent) belong to nuclear families. This is because now-a-days people prefer to live independently than in a joint family set up. The remaining 46.4 per cent are from joint families. In this regard there is not much difference between professionals, administrative staff and sub staff respondents (table 4.8).
6.1.9 Total Earning Members in the Family

It is found that a majority of the respondents (61.9 per cent) i.e., 16 professional respondents, 69 administrative staff respondents and 138 sub staff respondents, have only one earning member in the family. Respondents belonging to families with two earning members constitute 26.4 per cent, 9 professional, 29 administrative staff, and 57 sub staff families, have three earning members and constitute 10.6 per cent (table 4.9).

6.1.10 Total Family Annual Income

It is clear that 52 respondents (14.4 per cent) earn below Rs. 1.5 lakhs, 184 respondents (15.1 per cent) earn between Rs. 1.5-2.0 lakhs, 83 respondents earn between Rs. 2.0-2.5 lakhs and 41 respondents earn Rs. 2.5 lakhs and above. The figures also reveal that category-wise, respondent's earning capacity is not similar, i.e., professional respondents (58.3 per cent) earn 2.50 lakhs and above, administrative staff respondents (65.1 per cent) earn between 1.50-2.0 lakhs and sub staff respondents (50.7 per cent) earn between 1.50-2.0 lakhs (table 4.10).

6.1.11 Educational Qualifications

Most of the respondents have not even studied up to tenth standard. About 23 respondents have intermediate qualification, 88 respondents are graduates, 60 respondents post graduates, and a few respondents, i.e. 6.9 per cent, have professional degrees (table 4.11).

6.1.12 Technical Qualifications

It can be found from the table that 277 respondents (77 per cent) have no technical qualification, very few employees, i.e., 9 per cent, know typing, 8 per cent have PGDCA, 4 per cent DCA, and 1.4 per cent have B.Tech qualification (table 4.12).

6.1.13 Monthly Salary

About 40 per cent of the respondents are in the monthly salary range of 10,001-15,000, followed by 33.6 per cent respondents in the monthly salary range of Rs. 15,001-20,000, 18.1 per cent respondents in the monthly salary range of below
10,000 and 8 per cent of respondents in the monthly salary range of above 20,001 (table 4.13).

6.1.14 No. of Years of Service

It is noticed that 23.9 per cent of respondents have between 16-20 years service. The data also reveals that the respondents who have put in 11-15 years of service account for 27.8 per cent, respondents with less than 5 years service constitute 13.3 per cent and those with 6-10 years of service are 11.1 per cent (table 4.14).

6.1.15 No. of Promotions

On the whole, most of the sample employees (73.3 per cent) had no promotion. Further, 19 per cent of respondents have been promoted once, and 6.9 per cent of respondents have received promotion twice (table 4.15).

6.1.16 No. of Awards and Rewards

It is observed from the study that with regard to the details of awards and rewards either in the form of monetary rewards or in the form of letter of appreciation by the respondents, a majority (98 per cent) of the respondents did not receive any kind of awards and rewards in their career. Very few respondents have received monetary awards and rewards (1.1 per cent). Only 6 per cent of respondents have received non-monetary awards and rewards (Table 4.16).

6.1.17 No. of Employee Training Programmes

It is witnessed that except for 145 respondents (40 per cent), all the respondents have attended the training programmes. Further, it is observed that about 22.2 per cent of respondents comprising professionals 3, administrative staff 16, and sub staff 61 respondents attended training programmes once. Among those who attended four times or more, professionals are 13.9 per cent, administrative staff are 22 per cent and sub staff respondents are 20 per cent respectively (table 4.17).
MEASUREMENT OF ORGANIZATIONAL CLIMATE

6.1.18 Managerial structure and policies:

It is found that the respondents moderately accept ‘The policies and goals of the T.T.D are clearly understood’ (3.49). Similarly those who agree with in TTD the formal authority takes decisions are (3.39), those who agree with the job in TTD is clearly defined and structured logically are (3.39) and those who agree with the TTD recruits people after objective assessment of the merits of each case are (3.33). ‘Information relating to job or.. policy is communicated to employee through established channels are’ (2.96) and ‘Service rules and policies are consistently followed in TTD while dealing with the employee’s personal matters’ are (3.08) (table 4.18) respectively. The mean scores of those who agree with statements are given in brackets.

Therefore, it can be said that management can influence organizational climate by changing policies, rules and procedure. This may take time, but the change is long lasting if the employees see the change in policies as favourable to them.

6.1.19 Recognition and Appreciation

It is noticed in the present study that the respondents well agreed with the statements ‘I feel that I am a valuable member of a team working in TTD’ (3.74), ‘in TTD, the management always recognizes good work’ (3.58) and ‘there is recognition for merit, talent and qualifications in TTD’ (3.41) shows that the working team is on the higher side. There is a weak agreement (2.85) with the view ‘suggestions given by me for improvement are well appreciated and recognized by superior’ and (2.85) ‘the work of mine is done by colleagues’ better manner he/she will get proper recognition’(3.10). So, it can be said that the recognition and appreciation is fairly common in TTD organization (table 4.19).

6.1.20 Participative Management

The respondents have indicated some agreement with the view that management is participative. The view- ‘before taking any important decision, the management of TTD always consults the employees’ (2.89) is less acceptable and the statements ‘The management gives due respect and power to the workers
representatives in meetings' (3.31) is moderately agreeable. The view 'the representatives of various committees in TTD are capable and competent (3.13)' is less agreeable. The TTD organization gives due respect to workers' representatives, but there is less participative management in TTD organization (table 4.20).

6.1.21 Supervision

'It is observed from the study that they are close to agreement with the statements, 'The main purpose of supervision is to ensure achievement of targets' (3.63) followed by 'Superiors in our organization expect subordinates to do the job strictly according to rules' (3.53), 'Supervision in our organization helps to maintain good relations with subordinate' (3.47) and 'My superiors give help and support' (3.40). There is moderate agreement with the views, 'Superiors in our organization usually check mistakes and punish subordinates' (3.19) and 'My superior listens to what I have to say' (3.02). From this, it can be concluded that supervision is perceived as fair in TTD organization (table 4.21).

6.1.22 Conflict Avoidance

It is noticed that the respondents have shown agreement with the statements that indicate- "Conflicts are usually avoided and people prefer friendly atmosphere in TTD' (3.68), and 'Experts are consulted and their advice is sought in resolving conflicts' (3.45). The perception shows that conflict avoidance system is well organised in TTD organization (table 4.22).

6.1.23 Warmth

It is evident that the respondents perceive this 'dimension positively. They agree that, 'A Friendly atmosphere prevails among the employees in TTD' (3.71). They also perceive 'There is a lot of warmth in the relationship between management and employees in TTD' (3.39) and 'In TTD there is a relaxed and easy going working climate' (3.25). In view of this, it can be said that the warmth is reasonably good (table 4.23).
6.1.24 Social Values

It is noticed in the present study that the respondents have agreed well with the statements. I am proud to be a member of TTD (4.08). They have also agreed with the statements that ‘I have high satisfaction that I am rendering social service to the society through TTD’ (4.01), ‘The management of TTD encourages us to take part in social service and cultural programmes’ (3.91) and also ‘TTD organization gives special attention to fulfill the social needs of the employees, in order to increase their social values’ (3.49). The findings indicate that employees are proud to be members in this organization and Social Values in TTD organization are protected very well (table 4.24).

6.1.25 Training and Advancement

It is observed from the respondent’s views that there are ‘adequate training programmes and facilities’ (3.71). Around (3.48) agreed with ‘I have had sufficient job related training’ (3.33) agreed with ‘TTD plans on regular basis for ensuring its employees career development’ and (3.29) with ‘opportunities for their career advancement’ are available in TTD organization. Therefore, it can be said that the dimension- Training and Advancement- is perceived as fair in TTD organization. But with regard to change in training and advancement, there should be ample scope for growth of each person in an organization and organization must strive for overall development of staff. New CEO brings such changes after joining the TTD organization (Table 4.25).

6.1.26 Grievance Handling

The three statements ‘The TTD is always ready to handle the grievances and complaints of the employees’ (3.14) ‘The grievance handling and settlement system existing in the TTD is effective’ (3.03) and I am satisfied with the present system of grievance handling procedure in TTD (3.04), are moderately acceptable to the respondents. Therefore, it can be stated that grievance handling is above average and requires further improvement (table 4.26).
6.1.27 Individual Autonomy

It is evident from the perception on individual autonomy that the respondents have shown themselves to be undecided with the statements that indicate ‘Employees are free to set their own performance goals’ (3.09) and ‘work gives me opportunity of freedom and independence’ (3.00). This is indicative of Individual Autonomy the TTD employees have at work place (table 4.27).

6.1.28 Individual Responsibility

It is observed from the study that the respondents have agreed well with the statements – ‘I always feel responsible at work’ (3.76) and ‘If at times things do not go well, I do take responsibility’ (3.74). From this, it can be concluded that individual responsibility is perceived well by the respondents (table 4.28).

6.1.29 Performance Standards

It is evident from the study that the respondents have shown moderate agreement with the statements – ‘In TTD importance is given for high quality of work’ (3.30) as well as ‘The problems that are relating to work are solved quickly’ (3.30) It follows, ‘The goals that are set by the TTD are communicated to all the members to achieve them’ (3.26) ‘In TTD we set very high Standards for performance’ (3.25) and ‘There are rules and regulations for handling any kind of problem, which may arise in making most of the decisions’(2.97). From this, it can be understood that reasonable standards are maintained for better performance and it needs further improvement (table 4.29).

6.1.30 Mutual Trust

It is found from the study that the respondents are well agreed with the statements that indicate- ‘Employees in this organization really trust each other very much’ (3.52), ‘There is high trust between superiors and subordinates in the TTD organization’ (3.38) as well as ‘Specialists and experts are highly trusted in TTD’ (3.38)’and ‘Those who can achieve good results in the TTD organization are highly trusted’ (3.19). From this, it can be understood that there is a reasonable level of mutual trust (table 4.30).
6.1.31 Awards and rewards system

With regard to awards and rewards system, the respondents are neutral to the statements. ‘Employees who keep up the tradition in this organization are duly recognized and rewarded’ (3.22), ‘The management of TTD recognizes the efficiency of one’s own work and accordingly employees are awarded’ (3.12), ‘Team work in the TTD organization is encouraged and rewarded’ (3.08), ‘Anything goes wrong with the employees, such employees are seriously reprimanded or punished’ (3.05) and ‘Excellence in performance and getting tasks accomplished are highly rewarded in the TTD organization (2.85)’ (table 4.31).

6.1.32 Work Relation

The relations among the colleagues in our organization are healthy and friendly’ (3.77), ‘Employees in TTD are very much concerned to help each other spontaneously when ever need arises’ (3.61) and ‘The working relations between superiors and subordinates in TTD are so cordial’ (3.45). From this, it can be concluded that Work Relations in TTD are perceived well by the respondents (table 4.32).

6.1.33 Decision Making

With regard to decision making the respondents disagree with the statements that indicate –‘decisions are made in consultation with the unions in TTD’ (2.79), mainly the experts are involved in the decision making process’ (2.76), and how often are you involved in decision making’ (2.14). The findings indicate that employees are not involved in decision-making process. The employees should be involved in goal setting and taking decisions that influence their lot. They will feel committed to the organization and exhibit an attitude of co-operation (table 4.33).

6.1.34 Welfare Facilities

The respondents have agreed well with the statements, ‘Medical facilities/medical reimbursement provided by the employer are adequate’ (3.84). It is followed by ‘The Management of TTD provides adequate and qualitative educational services to the children of employees’ (3.63), ‘TTD administration provides housing accommodation with water facilities at reasonable cost’ (3.48), ‘I am satisfied with the transport facilities from home to the work place’ (3.47), ‘TTD provides attractive
retirement benefits to its employees' (3.58) and 'The welfare facilities provided by TTD are far better than the welfare facilities provided by Govt' (3.44). From this, it can be concluded that welfare facilities are perceived very well by respondents in TTD organization (table 4.34).

6.1.35 Communication

With agreed to perceptions of respondents on communication, there is moderate agreements with the statements such as 'One way communication that is from top to bottom is in vogue in TTD' (3.30), 'Upward communication is accurate in our organization' (3.18), 'There is good communication across all sections in' (3.11) 'Relevant information is available to all those who need and can use such information' (3.14), 'Employees are taking initiative in communicating concern for others' (3.03) and 'Communication between subordinates and superiors is always open' (3.13) (table 4.35).

6.1.36 Unions

With regard to unions the respondents perceive this dimension with moderate agreement expressing views such as 'TTD is not opposing the formation and functioning of the unions' (3.32) as well as 'Trade union leadership is acquired on democratic lines in our organization' (3.18). It followed by views like 'Issues for collective bargaining are determined with the consultation of union members', (3.17) 'Unions in my organization are effective in solving their problems of the employees' (3.11), 'There is no inter-union rivalry in this organization'(3.06) and 'Union-management relations are cordial'(3.01 ). As such, it can be said that the dimension of union is perceived as positive in TTD organization (table 4.36).

6.1.37 Organisational Climate and Personal Variables

With reference to each of the personal variables i.e, gender, age, income, education and experience, dimension wise analysis of perception of respondents' employees on organizational climate is presented in table 4.38 to 4.44. To find out if there are significant differences of organizational climate across each variable, the respondents are analyzed using z-test. Under each group, means and standard deviations are calculated for each dimension of OC. F-value for large sample means was performed for each organizational climate dimension.
6.1.38 Perception Across Gender

The results of z-test on means for each dimension across gender are furnished in (table 4.38). Therefore, it can be concluded that gender has no influence on the perceptions of the organizational climate. Therefore, the hypothesis formulated that there is no significant difference between gender and organizational climate is accepted.

6.1.39 Perceptions Across Age

The results of F-test for each dimension across the three age groups viz., lower age (< 30 years), middle age (30 years to 35 years) and higher age (35 years and above) are furnished in (table 4.39). Under each age group, means and standard deviations are calculated for each dimension of organizational climate and F-values are performed to detect statistically significant differences across age group. Statistically significant difference across age group has been found for 6 out of 19 dimensions of organizational climate. These are: Managerial Structure and policies, supervision, social Values, awards and rewards system, work relation, and welfare Facilities.

Therefore, lower age group (< 30 years) influences the perceptions of the organizational climate. Therefore, the hypothesis formulated that there is significant difference between age and organizational climate is rejected.

6.1.40 Perceptions Across Monthly Salary

With regard to monthly salary that there is significant difference in the perception on organizational climate across the income levels of respondents, the perceptions are tabulated across different income groups. Income groups are classified into lower income (up to Rs. 10,000), middle income (Rs. 10,001 to Rs. 20,000) and higher income (more than Rs. 20,000) groups. Under each income group, means and standard deviations were calculated for each dimension of organizational climate. F-test is done for each organizational climate dimension across income to know the statistically significant differences. Statistically significant differences are found in respect of 11 out of 19 items (table 4.40). They are:
Managerial Structure and policies; Recognition and appreciation; Supervision; Conflict avoidance; Social Values; Individual Responsibility; Performance Standards; Mutual Trust; Awards and rewards system; decision-making; and welfare facilities; Therefore, it can be said that monthly salary of higher level income (more than Rs. 20,000) groups has greater influence on the perception on organizational climate. So, the hypothesis formulated that there is significant difference between monthly salary and organizational climate is rejected.

6.1.41 Perceptions Across Education

On the basis of educational level, respondents were divided into three groups viz., highly educated (post graduate and above), moderately educated (graduates) and low those with level of education (intermediate and below) (table 4.41). F-test is done for each organizational climate dimension across education to know the statistically significant differences. Statistically significant differences are found in respect of 13 out of 19 items. They are:

Managerial Structure and policies; Recognition and appreciation; Supervision; Conflict avoidance; Social Values; Training and advancement; Grievance Handling; Individual Autonomy; Performance Standards; Mutual Trust; Awards and rewards system; decision-making; and welfare facilities;

The results indicate that higher education has shown greater influence on the perception on organizational climate dimension. So, the hypothesis formulated that there exists significant difference between education and organizational climate is rejected.

6.1.42 Perceptions Across Experience

It is observed from the study that experience influences the perceptions of respondents. Based on length of service, three groups are formed: low (up to 10 years), medium (10 years to 15 years) and high (more than 16 years) groups were classified. F-test is done for each organizational climate dimension across experience to know the statistically significant differences. Statistically significant differences are found in respect of 12 out of 19 items (table 4.42). They are:

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Managerial Structure and policies; Recognition and appreciation; Conflict avoidance; warmth; Social Values; Grievance Handling; Individual Responsibility; Awards and rewards system; work relation; decision-making; welfare facilities; and communication

The results indicate that low (up to 10 years) service group has shown greater influence on the perception on organizational climate dimension. Therefore, the hypothesis formulated that there is significant difference between service and organizational climate is rejected

6.1.43 Perceptions Across Designation

F-test is done for each organizational climate dimension across designation to know the statistically significant differences. Statistically significant differences are found in respect of 18 out of 19 items. The results indicate that professionals group has shown greater influence on the perception on organizational climate dimensions. So, the hypothesis formulated that there exists significant difference between designation and organizational climate is rejected (table 4.44).

6.1.44 Correlation Analysis

Correlation between OC and demographic variables is presented in table 4.43. To further examine the validity of the hypothesis, correlations between the personal variables such as age, gender, income, education and experience and perceptions of respondent employees on organizational climate scores are found. Table 4.43 shows a lack of association of the perceptions with age, gender, income, education and experience variables has significant correlation at 0.01 level with about 12 of the dimensions and also with overall climate. However, the coefficients are negative and below 0.05 indicating a weak negative relationship

6.2. Measurement of Job satisfaction

Job Satisfaction has been regarded both as a general attitude as well as satisfaction with specific dimensions of the job such as salary, the work itself, promotional opportunities, supervision, coworkers and so forth. These may interact in different ways to create the feeling of satisfaction with the job. The degree of satisfaction may vary with how well outcomes fulfill or exceed expectations.
Therefore, job satisfaction is acknowledged as the most well known, frequently measured and extensively researched work attitude especially in the areas of organizational behaviour and human resource management. For comprehensive analysis, the level of job satisfaction is measured on 20 dimensions. The scale of measurement of job satisfaction is based on five point Likert’s method of summated ratings which has the practical advantage of simplicity and ease of construction and, at the same time, does not violate any important theoretical considerations. Each dimension has five alternative responses from satisfied to highly dissatisfied. The result of overall job satisfaction with personal variables is discussed below.

6.2.1 Designation and Job Satisfaction

It is evident from table 5.1 that the majority of respondents (45.45 per cent) or administrative staff are in the high satisfaction category. The respondents who are professionals (10.99 per cent), sub staff (59.22 per cent), and administrative staff (29.79 per cent) are in the moderate satisfaction category, whereas the majority of respondents (85.29 per cent) belonging to sub staff fall in the low satisfaction category. The chi-square value is given by 15.603 which is highly significant at 1 per cent level. It reveals that there is significant association between designation and job satisfaction. The null hypothesis formulated for job satisfaction is rejected.

6.2.2 Sex and Job Satisfaction

Table 5.2 presents sex-wise job satisfaction among the selected respondents. It is found that of the majority of the respondents, 86.36 per cent, 62.41 per cent, and 94.12 per cent of male employees belong to high, moderate, and low satisfaction levels respectively when compared to female respondents.

There is a general feeling that there exists an association between sex and job satisfaction. It is proved in the present study. The chi-square value is given by 21.627 which is highly significant at 1 per cent level. It reveals that there is significant association between sex and job satisfaction. The null hypothesis formulated for job satisfaction is rejected.
6.2.3 Age and Job Satisfaction

Age is supposed to have some relation to job satisfaction. However, when the data were categorized according to high, medium and low satisfaction groups, five age categories (table 5.3) are tested for association. The chi-square value is given by 37.749 which is highly significant at 1 per cent level. It reveals that there is significant association between age and job satisfaction. However, 40.91 per cent of respondents in the age group 36-40 are in high satisfaction level. The majority of the respondents (5.67 per cent) are in the age group below 30, 19.15 per cent of respondents are in the age group between 31-35, and 32.62 per cent of respondents are in age group between 41-45 and belong to moderate satisfaction levels. Majority of the respondents are in the age group 46 and above and 26.47 per cent fall in the low satisfaction level. The null hypothesis formulated for job satisfaction is rejected.

6.2.4 Marital Status and Job Satisfaction

It is clear from table 5.4 that the majority of the respondents (79.55 per cent, 86.52 per cent, and 97.06 per cent) are married employees who belong to satisfaction levels, high, medium, and low respectively. Some studies indicated that married employees have some added responsibilities as compared to unmarried employees. As a result, married employees have better adjustment to their work situation and hence, higher job satisfaction than unmarried employees. These indicate that marital status has no impact on level of satisfaction. Chi-square values computed also are found to be not significant in marital status. Thus, it can be concluded that there is no significant relationship between marital status and job satisfaction. The null hypothesis is accepted.

6.2.5 Social Status and Job Satisfaction

Table 5.5 reveals the details of social status and job satisfaction. It is noticed from the table that the majority of (50 per cent) respondents in OC category have high job satisfaction, whereas, 25 per cent of respondents in BC, 11.36 per cent of respondents in SC, and 13.64 per cent of respondents in ST category have high satisfaction levels. The chi-square value is given by 12.995 which is significant at 5 per cent level. It reveals that there is significant association between social status and job satisfaction. The null hypothesis formulated for job satisfaction is rejected.
6.2.6 Family Size and Job Satisfaction

Employees having smaller families (having less number of dependents) will be relatively more satisfied than those having larger families. It is noticed that table 5.6 reveals the relationship between family size and job satisfaction. 29.55 per cent of respondents belonging to families with 3 or 4 members are in high satisfaction groups, whereas, 42.20 per cent of respondents belonging to family size of four fall in medium satisfaction category and 29.41 per cent of respondents belonging to family size three are in the low satisfaction category. Chi-square value is not significant. From this, it can be understood that there is no association between family size and job satisfaction. So, the null hypothesis is accepted.

6.2.7 Family Background and Job Satisfaction

Family background of the employees and details of their level of job satisfaction details are presented in table 5.7. It is observed that the majority (36.36 per cent) of respondents with agriculture as family background have high satisfaction, whereas 35.82 per cent, 44.12 per cent of respondents with an agriculture family background belong to moderate and low satisfaction groups respectively. 17.38 per cent of respondents with a business family background have perceived moderate satisfaction, whereas, 9.09 per cent fall in the high satisfaction category. 25 per cent of respondents have service as family background and have high satisfaction, whereas, 35.29 per cent of respondents have low satisfaction. With regard to other family background 29.55 per cent have high satisfaction, whereas 20.59 per cent have low satisfaction. The chi-square value is not significant. There is no relationship between family background and job satisfaction. So, the null hypothesis is accepted.

6.2.8 Type of Family and Job Satisfaction

Type of family (joint/ nuclear) may be an important factor of job satisfaction. Table 5.8 shows distribution of respondents according to type of family and level of job satisfaction. It can be noticed from table 5.8 that the majority of respondents (54.55 per cent) belong to joint family type and 45.45 per cent of respondents to nuclear type of family. They are in high satisfaction category. 58.16 per cent of respondents belonging to nuclear family type fall in moderate satisfaction category, and 73.53 per cent of respondents of belonging to joint family type fall in the low satisfaction. The chi-square value is given by 13.590 which is highly significant at 1
per cent level. It reveals that there is significant association between type of family and job satisfaction. The null hypothesis formulated for job satisfaction is rejected.

6.2.9 Total Earning Members in the Family and Job Satisfaction

It can be seen from table 5.9 that the employees are classified into high (59.09 per cent), moderate (59.22 per cent) and low (88.24 per cent) job satisfaction groups with one earning member in the family. 29.08 per cent of the respondents are perceived to be in the moderate satisfaction group, 20.45 per cent of respondents have high job satisfaction, and 11.76 per cent of the respondents with two earning members in the family have low satisfaction. 18.18 per cent of respondents have high job satisfaction and have three earning members in the family, whereas 2.27 per cent of respondents have high satisfaction groups and have four and above earning members in the family. Therefore, it can be confirmed that there exists no relationship between total earning members in the family and job satisfaction. Chi-square value is not significant. Hence, the null hypothesis is accepted.

6.2.10 Total Family Annual Income and Job Satisfaction

Income is also a significant factor of job satisfaction. If the employees feel that income they get is commensurate with their contribution, they will be satisfied. Thus there is positive relationship between total family annual income and job satisfaction. Table 5.10 shows distribution of sample employees according to income and job satisfaction.

It can be observed from table 5.10, that majority (56.82 per cent) of the respondents with annual income between Rs.1.5-2.0 lakhs have high job satisfaction 46.81 per cent of respondents with income between Rs. 1.5-2.0 lakhs, 14.89 per cent of respondents have income below 1.5 lakhs, 26.24 per cent of respondents with income between 2 - 2.5 lakhs fall in moderate satisfaction group and majority (79.41 per cent) of the respondents, irrespective of their income levels, belong to low satisfaction group. The chi-square value is given by 17.551 which is highly significant at 1 per cent level. It reveals that there is significant association between total family annual income and job satisfaction. The null hypothesis formulated for job satisfaction is rejected.
6.2.11 Educational Qualification and Job Satisfaction

Table 5.11 gives the details of the relationship between educational qualification and job satisfaction. Of the majority of the respondents, 31.82 per cent of employees belong to graduates, 11.36 per cent of respondents belong to professional courses and 25 per cent of respondents belong to P.G and those with below 10th qualification have high level of satisfaction, whereas 45.39 per cent respondents, with below 10th class education qualification, fall in moderate satisfaction group. The chi-square value is given by 23.135 which is highly significant at 1 per cent level. It reveals that there is significant association between educational qualification and job satisfaction. The null hypothesis formulated for job satisfaction is rejected.

6.2.12 Technical Qualification and Job Satisfaction

Table 5.12 shows the relationship between technical qualification and job satisfaction. Most of the respondents with no technical qualification belong satisfaction levels high, moderate and low. The chi-square value is given by 16.354 which is significant at 5 per cent level. It reveals that there is significant association between technical qualification and job satisfaction. The null hypothesis formulated for job satisfaction is rejected.

6.2.13 Monthly Salary and Job Satisfaction

Details of monthly salary and job satisfaction are presented in Table 5.13. It can be noted from the table that majority (47.73 per cent) of the respondents with monthly income between Rs. 10,000 - 15,000, (22.73 per cent) of respondents with monthly income below 10,000 are in high satisfaction groups, majority (10.28 per cent) of respondents with monthly income above 20,000 fall in the moderate satisfaction group, and 50 per cent of respondents with monthly income between Rs. 15,000 - 20,000 fall in the low satisfaction group. The chi-square value is not significant. So, it implies that there is no association between monthly salary and job satisfaction; hence, the null hypothesis is accepted.
6.2.14 No. Of Years of Service and Job Satisfaction

Several investigations have revealed that there is a positive relationship between number of years service and job satisfaction. Employees with greater experience tend to be more satisfied with their jobs. This is because of their better adjustment to work situation stemming from experience with it. The length of service in the organization broadens the knowledge of the employees about the organization and develops a sort of loyalty and attachment to the concern. Table 5.14 shows relationship between number of years of service and job satisfaction.

It is observed from table 5.14 that the majority (25 per cent) of respondents having number of years service ranging from 16 – 20 years have high satisfaction, whereas employees (30.14 per cent) having service ranging from 11- 15 years have moderate satisfaction and majority (61.76 per cent) of respondents having service ranging from 20 years and above fall in the low satisfaction category. The chi-square value is given by 38.206 which is highly significant at 1 per cent level. It reveals that there is significant association between number of years service and job satisfaction. The null hypothesis formulated for job satisfaction is rejected.

6.2.15 Promotions and Job Satisfaction

Promotion is an advancement of an employee to a better job, better in terms of greater responsibilities, more prestige, and greater skills. Hence it significantly affects job satisfaction. Table 5.15 shows relationship between numbers of promotions received so far and job satisfaction. It is observed from the table 5.15 that the 27 respondents who have not received any promotions (61.36 per cent) are in high satisfaction group, whereas, most of the respondents (73.40 per cent, and 88.24 per cent) who have not received any promotions fall in moderate and low satisfaction groups. Chi-square values computed in this regard are found to be not significant. There is no significant relationship between number of promotions received and job satisfaction. Hence, the null hypothesis is accepted.
6.2.16 Awards and Rewards and Job Satisfaction

From table 5.16, it is clear that there is a definite relation between job satisfaction and awards and rewards received by the employees. However, more than 98 per cent of the respondents have not received any kind of award and rewards in TTD. The chi-square value is not significant. It can be concluded that there is no relationship between number of awards and rewards received and job satisfaction. The hypothesis so formulated is accepted.

6.2.17 Training Programmes attended and Job satisfaction

Table 5.17 witnessed an association between training programmes attended and the felt job satisfaction. Majority (29.55 per cent) of the respondents who attended training programmes once belong to those with high level of satisfaction. 48.94 per cent of the respondents who did not attend training programmes fall in moderate satisfaction category, whereas, 47.06 per cent of the respondents who attended training programmes once fall in the low satisfaction category. The chi-square value is given by 57.699 which is highly significant at 1 per cent level. It reveals that there is significant association between training programmes and job satisfaction. The null hypothesis formulated for job satisfaction is rejected.

6.2.18 Aspects of Job satisfaction

Table 5.18 reveals that the mean score values are in the range of 2.65 and 4.06 indicating that most of the respondents are satisfied with their jobs. In fact, six factors viz., Administrative policies of the TTD, Superior-Subordinate relationship, Authority and responsibility being enjoyed on the job, Scope for future growth and development in life as an employee in TTD, Transfer Policy, and Promotional Avenues are dissatisfaction factors. The researcher assumed that mean score below 3.50 are dissatisfaction aspects.
6.2.19 Factor Analysis for Job satisfaction

Table 5.25 shows the result of Factor analysis by principal components analysis method which is applied on 20 variables of job satisfaction. The researcher reduced them into four major factors, namely: Factor 1, factor 2, factor 3, and factor 4.

Factor 1 contained six attributes and explained 42.393 % of the variance in the data, with an eigen value of 8.479 and a reliability of 92.3 %.

Factor 2 accounted for 11.64 % of the variance, with an eigen value of 2.329 and a reliability of 83.5 %. This factor was loaded with 5 attributes.

Factor 3 is loaded with five attributes. This factor accounted for 8.536 % of the variance, with an eigen value of 1.707 and a reliability of 85.8 %.

Factor 4 contained four attributes that referred to job satisfaction aspects. This factor explained 85.8 % of the variance, with an eigen value of 1.455 and a reliability of 73.4.
CONCLUSIONS

Most of the respondents (61.9 per cent) have one earning member in the family. On the whole, 76.9 per cent of the respondents have no technical qualification. Most of the respondents have not received promotions so far in TTD (73.3 per cent). As far as number of years of service is concerned, those with 11-15 service are 27.8 per cent, 16-20 years service 23.9 per cent, and those who have 20 years above service are 23.9 per cent. On the whole, 98.3 per cent of the respondents have not received any awards and rewards.

Majority of the respondents, are agreed upon dimensions like welfare facilities, work relation, individual responsibility, social values and conflict avoidance. They are less agreed upon the dimensions of decision making, grievance handling, individual autonomy and participative management. The respondents are moderately agreed upon the dimensions of Performance standards, mutual trust, recognition and appreciation.

Majority of the respondents are highly satisfied being employees of TTD with regard to promotional avenues, transfer policy, scope for future growth and development in life. Regarding authority and responsibility and enjoying the job, there is a negative opinion and dissatisfaction among the employees of TTD. In the case of employees of TTD, salary in relation to experience on the job and salary being drawn on the current job, salary in relation to educational qualification are factors that enhance job satisfaction.

Gender has no influence on the perception of the organizational climate. The younger age (below 30 years) influences the perceptions of the organizational climate when compared to middle age (30 years to 35 years) and higher age (35 years and above). The monthly salary of higher level income (income than Rs.20,000) groups has greater influence on the perception on organizational climate. The results indicate that higher education has shown greater influence on the perception on organizational climate. It is found that short length of (up to 10 years) service has shown greater influence on the perception on organizational climate.
Organizational climate is a manifestation of the attitudes of organizational members towards the organization. Organizational climate influences to a great extent the performance of the employees because it has a major impact on motivation and job satisfaction of individual employees. Organizational climate determines the work environment in which the employees feel satisfied or dissatisfied. Since satisfaction determines or influences the efficiency of the employees, the researcher can say that organizational climate is directly related to the efficiency and performance of the employees in TTD.

SUGGESTIONS

In the light of the findings arrived at in the study, the following suggestions are offered to ensure positive perception towards various variables of organizational climate which enhance job satisfaction among the employees of TTD.

Organizational climate factors such as awards and rewards system, individual autonomy, managerial structure and policies, performance of standards, recognition and appreciation, and unions have been moderately agreed upon by majority of the selected respondents. Hence, the TTD administration should take the initiative and appropriate measures to ensure a positive attitude towards the said factors. This, will, in the long run, give scope for enhancing positive attitude towards organisational climate that will lead to enhanced job satisfaction among the employees.

About 98 per cent of the respondents have not received any kind of award or rewards in TTD. So there is a need for maintaining and improving the awards and rewards systems to provide recognition and to make them proud of their performance. Communication and decision making have been less agreed upon by majority of the respondents. If decision making is decentralized and the incumbent is allowed to decentralize decision making it will enhance job satisfaction. To participate in decision making it is not needed to check each and every matter with the higher echelons. Therefore, TTD administration should try to improve the above dimension.

It is noticed in the present study that the Administrative polices, superior - subordinate relations, authority and responsibility, scope for future growth and development, transfer policy and promotional avenues have been treated as dissatisfaction factors. Therefore, it is suggested that if employees' performance and
job satisfaction are to be improved, the management must modify these factors. Hence, efforts are to be initiated to make job more interesting by safeguarding the personal life, ensuring retirement packages and formulating new guidelines for transfer policy.

It is observed that TTD organization gives due respect to workers' representatives but there is less participative management in TTD organization. So, employee participation is a very effective tool to develop sound participation based on democratic values of organizational life. There is a need to improve Participative Management in TTD.

Though the sub-staff in TTD are satisfied with their salary, in the case of promotions, the sub-staff are not satisfied. So, there is a need to improve the promotional facilities with regard to sub-staff in TTD.

Good organizational climate is instrumental in ensuring higher employee satisfaction, better human relations and higher productivity. The role of climate has thus a direct impact on human behaviour, their performance, satisfaction and attitude.