

DISCUSSION

CHAPTER VI

DISCUSSION

The results presented in the previous section are discussed in this chapter. The discussion is divided into a number of sections. First, the structure of profiles of organizational characteristics is considered ; second, the validity of classifying the organizations is discussed. This is followed by a discussion of the comparison of job reactions under different systems reported earlier. Next the findings relating to the comparison of criterion groups on their perception of climate are discussed. Finally, the relationships between the variables with reference to climate perception are evaluated. The findings are further discussed with reference to the hypotheses stated in the earlier section of this thesis.

Structure of profiles of organizational characteristics

Validity of an instrument could be assessed through several methods (Guilford, 1987). The correlations between the dimensions and the total score meaningfully describe the constellation of the variables included under one rubric in the profile. A regression analysis of the relationship between the dimensions and total scores add to an understanding of the contribution of each dimension to overall climate perception. Since the profile of organizational climate has been originally developed on a population culturally different to the one being studied, it is necessary to satisfy that the instrument possesses adequate empirical validity as used in this investigation.

The findings show that the profile of organizational characteristics of Likert could be validly relied on as shown by the empirical data obtained

in this study. All intercorrelations between the dimensions purported to be measured by the profile are positive and adequate. The only exception to this proportion is the case of correlations relating performance goals and training dimensions. Again, all the dimension scores are positively and fairly related to one another. Here again, the correlation relating to performance goals and training do not conform to the general trend of the results obtained on the profile. It is possible that 'response set' could also account for the correlations obtained in this study since the content of the alternatives presented to the S follow typical sequences (Likert, 1967). This response set might lead to the development of a general orientation and cause each to place answers at about the same point from left to right on each item on the answer sheet. However, it is to be noted that atleast in the case of one dimension, the trend of the answers had drastically deviated from the trend of the answers given to other dimensions.

Why the dimension 'Performance goals and training' does not behave as other dimensions ?

The findings relating to Stepwise Regression Analysis reveals that the dimension 'communication process' could account for the total climate prevailing in the organization to the extent of 67%. The dimension, 'Goal setting or ordering' accounts for total climate to an extent of 8%. The interaction-influence process, motivational process and communication Process and Goal setting or ordering account for the total climate to the extent of 90.6%. Adding decision making process to the dimensions just cited improves the account of the total climate to an extent of 6%. The dimensions leadership process, control, process, and performance goals and training do not add much to explaining the total climate.

The statistical verifications of the classification of organizations based on the regression equation show that the data have high internal consistency and the findings present a cohesive picture of the profile of organizational characteristics.

One of the crucial steps in the strategy of the present research is concerned with validly classifying the organizations studied into the systems to which they belong to. Rigorous statistical tests done to check the internal consistency of the classifications confirm that the classification done in this study is having adequate reliability, and could be accepted to be valid.

A scanning of the means of the scores of the organizations belonging to the four systems on different dimensions suggest that the differences found between the organizations belonging to the systems are relatively small.

Comparison of the level of alienation found in the four systems has brought out interesting results. Alienation under Exploitative Authoritative System seems to be greater ; individuals under Exploitative Authoritative System have greater alienation than individuals working under consultative and participative systems. No difference is found in alienation experienced by individuals in Exploitative Authoritative and Benevolent Authoritative systems. The results are quite meaningful and are in line with findings reported in several studies (Vendal, 1981, Thirunavukkarasu, 1986, Indumathi, 1986). When people are consulted and given scope for participation in the organizational affairs, they are likely to develop powerfulness, meaningfulness, normfulness, interact meaningfully with others and will engage in behavior that will timely reflect their values, needs and desires.

A number of findings obtained in the study pose problems of interpretation. Probabilistic orientation and work commitment do not vary across the four systems. Role conflict also remains the same across the four systems. Further, extreme levels of job reactions including probabilistic orientation, work commitment, alienation and role conflict are not uniquely distributed into any of these systems.

The findings of the study just above cited, suggest that it is difficult to expect a simplistic relationship between job reactions and different systems of management. A one to one relationship hardly exists between job reactions and different systems of management. It could be suggested in general that negative job reactions like alienation may be traced to the variations in the systems of management. Variables like role conflict may assume different forms of relationship with the different systems of management. Variables like probabilistic orientation, work commitment seem to be more in individual characteristic rather than in organizational climate outcomes. The variations in job reactions seem to be relative rather than absolute across different systems. It is most likely that systems behave as intervening variables and/or moderator variables in organizational context with regard to job reactions.

The findings of the study reveal that the greater the probabilistic orientation of an individual the greater the tendency on his part to perceive communication process, interaction-influence process, and decision making process in the organization as more participative. Similarly, it is revealed that the greater the work commitment an individual has in his/her organization, the greater is the tendency for him/her to perceive the motivational process in the organization as participative. Curiously, the greater the role conflict an individual has in his/her organization, the greater is the

tendency for him/her to perceive the communication process and interaction-influence process in the organization to be participative.

A free unbiased perception would contribute to a better appreciation of the complex phenomena of communication in organizations. When an individual has a balanced system perspective 'unreasonable pressures' in organization do not affect his/her perception of reality. Lack of hostile attitude contribute to appreciation of communication in organization. These principles explain the relationship observed between probabilistic orientation and perception of communication process climate dimension reported in this study.

Interaction-influence process is typically a system affair. The structure, environment functioning, organization-environment relation add to the interaction influence process. Probabilistic orientation may be characterized by a system - perspective and helps having 'a good attitude gestalt in perception. The relationship observed to have been existing between probabilistic orientation and perception of interaction - influence process seems to be acceptable and describe a significant phenomenon in organizational context.

Probabilistic orientation contributes to appreciation of decision making process in the organization. Since probabilistically oriented individual is not prone to develop expectations, the decision making going on in the organization is realistically perceived than evaluated interms of their appeal to one's liking. The relationship witnessed in this study between probabilistic orientation and perception of decision making dimension seems to have significant meaning.

People committed to work are likely to remain with the organization

and will work in attaining the goals of the organization with favourable attitudes and provide powerful stimulation to behavior implementing organizational goals. Job satisfaction is associated positively with work commitment (Porter et al., 1974). While job dissatisfaction is inversely related to work commitment (Hrebiniak and Alutto, 1972). In highly effective motivational forces, high satisfaction is derived throughout the organization with the membership in the organization. Commitment is positively related to age and tenure (Angle and Perry, 1981). The favourable and cooperative attitudes throughout the organization with mutual trust and confidence constitutes high levels of motivational forces. The relationship relating to motivational forces and work commitment revealed in this study seems to be meaningful.

Curiously role conflict is found to be significantly correlated with communication process and interaction-influence process. However, a critical analysis of the construct leads to a meaningful interpretation of this finding. In recent years it has been demonstrated that conflict could function as a constructive mode as well, capable of generating positive outcomes, such as contributing to a careful consideration of new ideas and facilitating more searching analysis of problems facing an organization (Boulding, 1964 ; Robbins, 1979). Again, when reactions incompatible with anger or irritation among the parties lead to a conflict, the adoption of constructive patterns of behaviour by the persons may be enhanced (Baron, 1984). Viewed from this background, the findings obtained in this study relating to role conflict and communication process and interaction influence process gain more credence.

Among the eight climate dimensions assessed in the study goal setting or ordering and control process remain significant and contribute

negatively to probabilistic orientation. Of the eight climate dimensions investigated, motivational process, interaction-influence process and control process together explain work commitment to considerable extent. Out of the eight climate dimensions performance goals and training, control process and decision making process remain significant and negatively contribute to role conflict while communication process; Interaction influence process, motivation process and leadership process positively contribute to role conflict. The eight dimensions account for more than half the extent of role conflict identified in the organizations.

Conversely, probabilistic orientation, work commitment and alienation seem to contribute to the perception of leadership in climate. Work commitment and role conflict contribute to the perception of motivational process. Probabilistic orientation and role conflict seem to contribute to the perception of interaction-influence process, communication process and performance goals and training. The probabilistic orientation seem to contribute to the perception of decision making ; role conflict to the goal setting or ordering and work commitment to the control process.