Chapter 6: Limitations & Future Research Scope

6.1 Limitations:

Traditionally, most of the empirical studies on organizational culture have focused on the national or the macro level. Hence there has been a tendency of wide generalization. Simultaneously, most of the organizational climate research has focused on the small work group or the micro level. Because micro level research has been conducted in many different environments and controlled by many unmanageable variables the results have been conflicting. Efforts to generalize findings have been difficult. The present study has tried to strike a balance between the two extremes involving the two concepts. Such research approach has its own approach. Some of the limitations have been reviewed over here.

6.1.1 Limitations in terms of Research Design:

The design of this research was an exploratory descriptive field study. As noted by Kerlinger (1973), the main weaknesses of this kind of design are the inability to manipulate and control the variables in the study and the lack of control over extraneous variables. However, the strengths of this design, as noted by Kerlinger, allow the researcher the opportunity to discover relationships among the variables being studied and more importantly, allow the researcher to lay the groundwork for later and more systematic and vigorous study.

6.1.2 Limitations in terms of Data Collection:

The researcher had only partial control over the responses of the employees. The questionnaire was filled by taking direct interviews of employees. But it was not always possible to judge whether the employees are giving truthful responses.

6.1.3 Limitations in terms of Measurement Instrument:

The limitations of survey research instruments in social science are of continual concern for the researchers. The sets of questionnaires used in this study have been methodically verified for reliability and validity. The values found in this regard were sufficiently high for the instruments to be acceptable. But, there always remains scope for improvement.
Regardless of these acknowledged difficulties, it was felt that the present study would represent a contribution to knowledge in the areas of organizational culture and organizational climate.

6.1.4 Limitations in terms of Coverage:
In any exploratory study concerning culture variety is an important factor. This study is limited to only two regions of the country. For practical constraint the different part of the country with different sub-cultural patterns cannot be studied. The inclusion of those subcultures may contribute some new findings to the study. The study is also limited within the Indian organizations. The inclusion of international, transnational, and foreign based collaboration organizations may identify some new relationships of societal culture, organizational culture and the shaping of organizational climate under the influence of the cultural phenomena.

6.1.5 Limitation in terms of Conceptualization of Culture
Culture as a metaphor or as a variable includes abstract, cognitive elements as well as material, non-cognitive elements. In order to explore the interrelationships of the three variables viz. societal culture, organizational culture and organizational climate the identical set of respondents has been used. The exploration has essentially been done at the perceptual level of the respondents. Essentially, the concentration has been on the cognitive elements. However, inter-comparison of the non-cognitive, material elements require long term comparative study in different time scale (such as how the articles used in the society changes and what are the corresponding change in organizations?). The study is therefore, limited at the cognitive aspects of the variables.

6.1.6 Limitation in identifying Respondents' Socialization
Respondents' nature of socialization is highly dynamic. It goes on changing with the passage of time, place, strength of cultural influence of a particular region etc. It has been assumed that the particular type of society, where the respondent was located during his/her early life or formative period plays a dominating role in shaping his/her socialization. Consequently, it has also been assumed that the cognitive orientation of the respondents is largely influenced by early socialization. However, a few exceptions are not impossible. Limitation appears for such cases. However, for the large sample size these cases will not influence the result.
6.2 Future Research Scope:

This study has tried to explore the nature of the relationship between the societal culture, organizational culture, and organizational climate phenomena and that of the factors associated with each of them. It has also tried to identify the relative importance of the sub-factors for each of the phenomenon. But the detail influence of each of the sub-factors and their proportionate weightage to form the constructs has not been done. Future study may try to explore this avenue for further clarification. The exact nature of the relationships between the sub-factors across the different constructs has not been studied. In future, further exploratory study may be done in this regard. Finally, this study has been done following the deductive logic. Here, some constructs have been identified from theoretical analysis, some sub-factors expressing the general attributes of each of the constructs have been identified and finally items expressing each of the sub-factors have been formed to explore the formulated research questions. A future research scope suggests exploring the phenomena following inductive logic where some responses will be collected on the basis of the behavioural attributes. Then through the multivariate analysis these items will be grouped labeling each of the identified attribute and finally the group of labeled attributes will result in the construct itself.

As mentioned above, the future study may explore the different parts of the country involving the distinct societal sub-cultures and their interrelationship with the organizational cultures and organizational climates. Again the future study may also explore the pattern of the relationships between societal culture, organizational culture, and organizational climate in case of the multinational, transnational, and foreign collaboration organizations and may identify some new factors influencing the relationships.

However, apart from these mentioned scopes a sincere study in social science, following exploratory descriptive design can open up many unexplored avenues of research. I sincerely hope that this study may pave way to some more future studies.