Chapter VII

Summary of Findings,
Recommendations and Conclusion
CHAPTER - VII

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

This part of research presentation is ascribed to condense the innumerable derivative informations into valuable conclusive remarks. The vital details of this chapter are arranged under the heads of findings, recommendations, future scope for research and conclusion. The reported implications and suggestions may also be influenced by the following limiting factors.

1. The common questionnaire used for all the respondents (irrespective of their personality type) may affect the reliability and accuracy of data.

2. Questionnaire does not have provision to gather the details about the stories, artefacts, myths, legends, rites and rituals which are very much useful to understand the nature of culture in an organisation.

3. Organisational culture questionnaire is based on the enumerations made about the perception of respondents. But such perceptions might have been influenced by their environment and personal whims and fancies.

7.1 FINDINGS OF THE STUDY

The present study on organisational culture, commitment and attitude towards organisational change in a public limited company reveals the following findings about the behavioural trend prevailing in the study unit.

7.1.1 Findings related to organisational culture

The discussions made earlier brought to light the following revelations related to the nature of organisational culture in the study unit
1. The research revealed the dominance of the organisational culture factor, "humanistic culture", apart from the presence of the hierarchical, achievement, development, rational, conventional, consensual and competitive culture factors.

2. The interpretation of the correlation analysis (between perceived and preferred culture) unveils the nature of person-culture fit of the study unit. The low level fit between perceived achievement culture and preferred achievement culture \((r=0.421)\) proved a notable negative feature of this analysis.

3. It is possible to identify the exact reason for the insignificant correlations brought to light by the t-tests, with the help of analysing the perceived and preferred mean scores of various culture factors. The mean scores show that the preferred culture scores of achievement, rational, conventional and consensual factors were slightly less than that of the perceived cultural scores. This was a reason for the slight misfit arise in the person culture fit of the study unit.

4. The cluster analysis used to categorise the person-culture fit groups revealed that the high fit group consisted of 136 persons, moderate fit group covered 179 samples and low fit group included 61 respondents. More than 77% \((215/276)\) of the total samples were highly and moderately fit with organisational culture of the study unit. Hence even though person-culture fit in the study unit was not highly impressive, it was reasonably useful for the welfare of the concern.

5. The ANOVA (ONE WAY) applied to review the differences existed among the various person-culture fit groups on the eight different organisational culture factors revealed that the achievement, conventional and consensual factors
differ significantly among the cluster groups. The critical ratio analysis followed by the ANOVA analysis exhibited the exact combination of cluster groups which caused such differences in the organisational culture factors among the three different person-culture fit groups.

6. An analysis of the strength of the organisational culture in the study unit proved it positively. This was inferred from the fact that all the three person-culture fit groups adopted the same ranking pattern while they ranked six (6) of the eight cultural factors.

7. The intercorrelation matrix on the interrelation between various organisational culture factors unveiled certain positive and negative features. The major such positive aspects were the influences of (a) humanistic culture on development, rational and competitive cultures (b) hierarchical culture on achievement culture (c) development culture on rational and competitive cultures (d) rational culture on competitive culture and (e) consensual culture on competitive culture. The major negative influences may be the impact of humanistic culture on achievement culture, hierarchical culture on development, rational and competitive culture factors, achievement culture on development, rational and competitive culture factors.

8. The ANOVA results showed that the hierarchical, rational and competitive culture factor scores of the respondents were varying with relation to the age group differences. The exact combination of groups causing for such differences were identified with the help of three different critical ratio tests. The management have to take care of such differences between the perceived and preferred hierarchical and competitive cultures.
9. Critical Ratio Analysis showed that the respondents were not differing in their cultural perceptions on the basis of gender differences. This proved as a positive aspect of the study.

10. The qualification range of respondents caused slight difference in their response pattern towards hierarchical and consensual cultural factors.

11. The variations caused by the hierarchical order of respondents in their perception towards humanistic, hierarchical, development, rational, consensual and competitive cultural factors require the urgent attention of the management.

12. The attempt to reveal the association of tenure level of respondents in the study unit with their nature of perception towards the culture factors, identified that the tenurewise groups of respondents differed in their perceptions towards rational, conventional and competitive culture factors. The exact groups causing such variations were also identified in the critical ratio tests followed by ANOVA.

13. The result revealed that the earning wise grouping of respondents varied in their perception towards humanistic, hierarchical, development, rational and competitive culture factors. The exact groups leading to such variations were identified through critical ratio analysis.

14. The analysis proved that the demographic features of nature of job and department of respondents never caused for any variation in their perception towards various culture factors.

15. The results of the ANOVA between unit of occupation and cultural perception of respondents proved that the unit wise grouping of respondents causes variations in their perception towards hierarchical, development, rational, consensual and competitive culture factors. The exact pair of groups were
disagreeing each other in respect of the above variations were also identified in the subsequent critical ratio analysis.

16. The organisational culture factorwise analysis of the impact of personal profiles explored the following negative and positive details.

a. The perception of respondents towards humanistic culture was influenced by their hierarchical and earning level in the organisation.

b. The hierarchical cultural perception was affected by the demographic features of age, education, hierarchical level, earning pattern, and unit of occupation in the organisation.

c. The skip of the perception towards achievement culture factor from the influence of personal qualities of respondents was a notable positive feature of this study.

d. The respondents' perception towards development culture was affected by the hierarchical level, earning pattern and unit of occupation of respondents in the organisations.

e. The uniformity in the rational and competitive cultural perception of respondents were affected by the demographic aspects of age, hierarchical level, earning pattern, tenure level and unit of occupation in the concern. This was an important negative aspect for serious and urgent consideration.

f. The other notable point was the impact of education, hierarchical level and unit of occupation of respondents in their perception towards consensual culture factor.

The management may take effective steps to remove the identified shortcoming in the nature of relationship between demographic profiles of respondents and their perceptions towards various organisational culture factors.
7.1.2 Findings related to the interrelationship between organisational culture, commitment and attitude towards organisational change

The major outcomes identified from the data connected with the interrelationship between organisational culture, commitment and attitude towards organisational change are as follows.

1. The results of the empirical analysis unveiled the influence of person-culture fit on the organisational commitment level and pattern of attitude towards organisational change among the members of the study unit.

2. The revelations of a correlation analysis explored that the humanistic, development, rational, consensual, and competitive culture factors were positively associated with the behavioural components of organisational commitment and attitude towards organisational change of the respondents. This proved as the best suited aspect of the behavioural pattern of the organisation under consideration.

3. The negative relations of achievement, hierarchical and conventional culture factors with the organisational commitment level of respondents and their attitude towards organisational change was an important negative feature of this research.

4. The results showed that the organisational commitment among the members of the study unit was mostly determined by the competitive, rational and hierarchical culture factors.

5. The outcome of the study unveil that the respondents' attitude towards organisational change was moulded by the consensual, humanistic, hierarchical and rational culture factors.
6. The role of organisational commitment to create awareness among people to accept change was accepted at 0.01 percent significance level.

7. The ANOVA (ONE WAY) analysis inferred the absence of the relationship between the age level of respondents and their organisational commitment level and attitude towards organisational change.

8. There was no disagreement among the male and female respondents on their level of commitment to the organisation and attitude towards organisational change.

9. ANOVA analysis revealed the influence of education pattern of respondents on their attitude towards organisational change. The critical ratio analysis unveils that five out of six combination of educational groups of respondents were disagreeing to each other in their attitude towards organisational change.

10. ANOVA (ONE WAY) disclosed that the hierarchical level of respondents in the organisation were leading to the variations in their organisational commitment and attitude towards organisational change. The outcome of the critical ratio tests disclosed that the variations in organisational commitment were due to the difference of opinion existed among two hierarchical level based groups of respondents. The mismatches of two pair of hierarchical level based groups were causing for the differences shown by respondents on attitude towards organisational change.

11. There is no influence from the tenure level of respondents on their organisational commitment and attitude towards organisational change.

12. The study revealed that the earning pattern did not cause any variations in the organisational commitment of respondents. The influence of earning pattern on attitude towards organisational change was uncovered by the ANOVA
analysis. The specific pair of groups causing such variations were also identified with critical ratio analysis.

13. The respondents were not differing to each other in their commitment level as per their differed nature of job. The nature of job affected the oneness of respondents in their attitude towards organisational change.

14. The department of the respondents did not influence their integrity towards organisational commitment and attitude towards organisational change.

15. The unitwise classification of respondents were causing a variation in the organisational commitment and attitude towards organisational change. The exact three pairs of groups causing such differences were also identified with the help of critical ratio analysis.

The next part of the report is the recommendations of the study based on the findings found out through out the analysis of this research.

7.2 RECOMMENDATIONS

A detailed descriptive and empirical analysis on organisational culture, commitment and attitude towards organisational change, made earlier, prescribed the following recommendations.

7.2.1 Recommendations related to organisational culture

The following are the recommendations of the study, associated with the nature of culture prevailing in the organisation under the research consideration.

1. The study enlightened that the people in the study unit stressed too much on the humanistic culture. Though this is a positive aspect of the research unit, the poor performance of its members in the perceptions of other important organisational culture factors of achievement, development, rational and
competitive cultures may affect the prospects of its operations. Hence it proved high time for the organisation to arrange planned organisational development programmes to enhance the quality of culture prevailing in the organisation. Suhas Inamdar aptly suggested, "a stretch of courses of action to change the culture of an organisation to wake up its activities from slumper to a state of hectic. Such courses include a realignment of key personnel in various functions, proper training and a high level of cross functional interactions".

2. As to the poor fit between perceived achievement culture and preferred achievement culture, the present research suggests the management of the unit of study to review its present motivation techniques.

3. The management may also arrange for a research on exploring the reasons for the poor preferred scores in the achievement culture (-0.23) rational culture (-0.113) and consensual culture (-0.108) factors, than that of the perceived organisational culture, which proved inevitable for the achievements of the organisation.

4. A review of the previous set of analysis and the results of cluster groupings reveal the presence of a culture gap between the culture of individuals and the organisational culture in the study unit. Thus the research suggests the management to conduct periodical culture audits so as to identify certain action plans to fill the culture gaps located. It is suggested to review the modes of recruitment policies so as to have matching people with cultural background for the concern.

5. The ANOVA (ONE WAY) aimed to reveal the variations between the identified cluster groups on the organisational culture factors, unveils that the differences exist among the various person culture fit groups in their perception towards
achievement and consensual culture factors, may directly affect the growth prospects of the study unit. The research work suggests the management to take effective steps to reduce this perceptual variation among the members. The present research also identified the exact groups which were caused for the discussed variations in the cultural perceptions of the respondents. The management may make use of these facts while taking steps to remove the disparities in cultural fit.

6. An analysis of the strength of organisational culture in the study unit, proved positively. The nature of rank orders placed by various person-culture fit groups on various culture factors confirmed the relatively high quality of the organisational culture in the study unit. Though, the ranking variations arise incase of hierarchical and rational culture factors, it is further suggested to remove these differences, to make their culture more strengthy.

7. In relation to the identified positive and negative influences made by certain culture factors on some others, the research report offered the following suggestions.

It is advisable to maintain the positive influences of various culture factors on achievement, rational, consensual and competitive culture factors. Further the management may try to convert the various negative relations into positive. The proposed suggestions will assist the study unit to face the latest competition being posed by the process of liberalisation and globalisation.

8. As to the agewise differences and reasons in the scores of hierarchical, rational and competitive culture factors, the following suggestions are offered.

a. The differences exist among much of the respondents on the hierarchical culture was a notable feature. It can be rectified by a suitable organisational restructuring measure.
b. The rational and competitive cultures are crucial to the growth of the concern and hence the organisation shall take quick steps to erase the differences found among respondents in their perception towards these culture factors. The study unit may try for certain behavioural modifications among the age groups which proved indifferent to the culture of the concern.

9. The variations caused by hierarchical differences among respondents on six of the eight culture factors seemed to be a negative aspect of the behaviour prevailing in the study unit. The present research also identified and noted the exact hierarchical levels which were caused such variations in the cultural perceptions of respondents. The research report suggest the management to take effective steps to modify the behaviour of these groups identified as indifferent to the culture of the firm.

10. The differences of tenure wise responses of respondents towards rational and competitive culture factors are critical. The management may take effective measures to avoid the disparities exist among the tenure level wise groups of respondents on the rational and competitive culture factors.

11. The discussion of the relationship between earnings pattern of respondents and their perception towards culture factors revealed that there are five culture factors which were impaired through the earning differences of the respondents. The organisation have to take timely action to modify this negative feature of its culture.

The mean score differences of earning groupwise competitive culture is a notable adverse feature of this analysis. The management shall try to rearrange the wage structure of the entire groups in such way to generate unanimity in
their perception towards culture factors and particularly the competitive culture factor.

12. The organisation shall devote more attention to avoid the culture variations caused by the unitwise differences of the respondents for it is one of the important factor that may hinder the growth trend of the study unit.

13. The research presentation suggest the following recommendations as against the defects identified in the culture factorwise analysis of the impact of demographic details of the respondents.

a. The major imperfection identified in this section is the respondents' varied approach towards their perception of rational, competitive, development and consensual culture factors, which are crucial for the success of an organisation. For this, the report suggest the management to take measures to alter the imperfections exist among the respondents.

b. The management may consider suitably for the respondents' discriminant approach towards hierarchical culture factor identified in the study. This discrimination among them have to be changed in such a way to ensure an orderly arrangement and execution in the organisation.

7.2.2 Recommendations related to to the relationship between culture, commitment and attitude towards organisational change.

The study suggest the following recommendations as to the relationship between organisational culture, commitment and attitude towards organisational change.

1. The results of the analysis revealed the dominance of person culture fit on the design of organisational commitment and attitude towards organisational
change in the study unit. The management have to act accordingly so as to rectify the above and in particular that the persons with moderate person-culture fit are highly committed to the organisation and more readily available for accepting the change programmes of the organisation.

2. The negative correlations of hierarchical and conventional culture factors with the organisational commitment level and attitude towards organisational change of respondents found to be a crucial negative aspect of this study. The management may take necessary steps to modify the hierarchical and conventional arrangement of its organisation in such a design to cause better organisational commitment and positive attitude towards organisational change.

3. The adverse association of achievement culture factor with the organisational commitment and attitude towards organisational change is also to be corrected. The organisation should not lose the organisational commitment and attitude towards organisational change at the cause of attaining achievement motivation among its members. Henceforth, the study unit shall adopt a suitable strategy to ensure the features of achievement motivation, organisational commitment and positive attitude towards organisational change in its overall behaviour.

4. The study reveals that the existing organisational commitment level among the respondents are generated mainly by the competitive, rational and hierarchical culture factors. It is further suggested to take the required steps to mould the other culture factors, (especially achievement, development and consensual) in such a manner to generate further organisational commitment among the respondents.

5. The research also suggest to revitalise the nature of existing conventional, achievement, development and competitive culture factors in a manner to step up their contribution towards increasing the strength of the attitude of its members towards the change programmes may be initiated in its activities.
6. As the role of organisational commitment in moulding the respondents' attitude towards organisational change is proved and the management may take positive steps to upgrade the commitment level of members.

7. The research findings suggest that the firm may create an understanding among various educational groups of the people in their attitude towards organisational change. Such understanding would help them in their decision making as to the change programmes may be initiated.

8. The outcome of the research suggest to reduce the variations arise among respondents' organisational commitment and attitude toward organisational change due to their hierarchical level based differences. The most indifferent hierarchical groups may be provided special O.D. interventions so as to fall in line with the majority or groups with positive organisational commitment and attitude towards organisational change.

9. The research report suggest the organisation to generate uniformity among various earning based groups, in their attitude towards organisational change.

10. Suggestion is offered to remove the disparity prevail among the technical and non technical members in their attitude towards organisational change.

11. The inferences of the results suggest to arrange certain behavioural programmes among the pair of unitwise groups which disagree with each other in their organisational commitment and attitude towards organisational change.

7.3 IMPLICATIONS FOR MANAGEMENT

A broad view of the analysis unveiled that much of the findings of this study were consistent with the results of the related previous literature. The details of such confirmations are arranged as follows.

It is implied that all such implications will serve the management to manage effectively its administrative affairs and change programmes.
1. The present research identified eight different organisational culture factors from a factor analysis employed on the cultural perceptions of the respondents. The study unit enjoys a good fit between preferred culture of individuals and perceived culture of the organisation. The above outcomes of the current study is in compliance with the attempts of the previous trials of O'Reilly, et al., and Hofstede., et al., in understanding the organisational culture structure of the respective area of study.

2. The outcomes of the analysis affirmed the role of nature of culture and person-culture fit in designing the commitment level of the people in the organisation under consideration. This revelation of the study is inconsistent with the findings of the previous research programmes undertaken by O'Reilly and Jennifer A. Chatmen, Harrison and Carroll.

3. The impact of organisational culture and person-culture fit on attitude towards change was also proved in the present study in line with the previous endeavours of O'Reilly and Chatman and Conner.

4. The influence of organisational commitment on attitude towards organisational change of respondents was empirically confirmed in the present study as per the theoretical informations drawn from the related reviews of Conner, Carmoy and Zeffane.

5. The present research also unveiled a mixed results as to the influence of personal profiles of respondents on their organisational culture, organisational commitment and attitude towards organisational change.

In the globalised market environment, change is the main source of achievements to business concerns. But making change initiative as a success, organisations have to consider the concurrence of its behavioural atmosphere. The present study, with the informations of its own and other related reviews, identified
Figure 7.1

MODEL DEVELOPED FROM THE STUDY

Demographic/Organisational Factors

Organisational Culture
1. Humanistic Culture
2. Hierarchical Culture
3. Achievement Culture
4. Development Culture
5. Rational Culture
6. Conventional Culture
7. Consensual Culture
8. Competitive Culture

Organisational Commitment

Change Initiative of Management

Implementation of change attempt

Outcome of Change programme

Environmental Forces
organisational culture, organisational commitment and the attitude towards organisational change as the major aspects of the behavioural situation of an organisation, deciding the direction of a change attempt. This can be confirmed by referring the figure No. 7.1.

7.4 Implications for future research

The research presentation also suggest the following as the clue to be considered for further research in the concept of this study.

a. The present trial is based on the data gathered from a single organisation from a nation. Further research attempts may be arranged in the same aspect of organisational culture, commitment and attitude towards change by including more number of organisations of national and multinational size.

b. Future studies also need to investigate the influence of organisational culture and organisational commitment on the success of organisational development interventions, which proved critical to the attainment of change efforts.

7.5 CONCLUSION

The discussions and implications affirms both the positive and negative points about the organisational culture prevailing in the organisation. The research also suggest guidelines to ensure modifications in the nature of culture for making it more enriched in all respect. The findings also suggest the management to enhance the quality of its culture, which constitute the organisational commitment level and the pattern of attitude towards organisational change exist among the people in the concern. Such steps will help to achieve a lot in the present scenario which pose both a stiff competition as well as wide scope for its successful advancements.

Let culture, Commitment and change together bring peace and prosperity in Global village
REFERENCES


8. Ibid - P-98
