(In this chapter, an overview of the important aspects of the investigation, the major findings, their practical implications and suggestions for further research are presented in brief.)

- **Statement of the Problem**
- **Variables of the study**
- **Objectives of the study**
- **Hypotheses of the study**
- **Measures used**
- **Participants**
- **Statistical Techniques used**
- **Tenability of the hypotheses**
- **Major findings of the study**
- **Implications of the study**
- **Limitations and Suggestions for future research**
STUDY IN RETROSPECT

The different stages of the investigation such as the statement of the problem, selection of variables, objectives, hypotheses and method used are viewed retrospectively.

Organizational culture has become a fascinating field of research in the new millennium because it provides insight into the belief-system and inner workings of an organization and offers behavior codes for its employees. An organization’s culture is initially formed as a result of early experiences and the values of its founding fathers. Culture is the critical foundation which shapes the employees’ behavior and their attitudes and Personal effectiveness at all levels. Quality of work life can also produce a favorable work environment which is beneficial for developing and maintaining good Job attitude and Personal efficacy. Employees who have a positive attitude can be a valuable asset to any organization and need to be recognized and appreciated. Personal effectiveness is also brought about by individuals who transform themselves and become catalysts for individual and institutional changes. It is the role which we set to the society and to the next generation.

Reviews of previous investigations in this area reveal that studies on the influence of Organizational culture and Quality of work life on Organizational effectiveness have been made in several parts of the world. But unfortunately no such research has been undertaken in Kerala. Hence the relevance of the present study that investigates the moderating effects of Organizational culture and Quality of work life on the relationship between Job attitudes and Personal effectiveness.
STATEMENT OF THE PROBLEM
In order to improve the Personal effectiveness of the employees of an organization, an in-depth understanding of Organizational culture along with Quality of work life and Job attitude is necessary. The investigation was intended to examine the extent of Organizational culture, Quality of Work Life, Job attitude and Personal effectiveness among the Engineering College Teachers of Kerala and to identify the correlates of these variables. So the problem to be focused in this study is entitled ORGANIZATIONAL CULTURE AND QUALITY OF WORK LIFE AS MODERATORS OF JOB ATTITUDE AND PERSONAL EFFECTIVENESS.

VARIABLES OF THE STUDY
The focus of the study was to find out the relationships among Organizational culture, Quality of work life, Job attitude and Personal effectiveness. The variables belonging to the different aspects of the study were Organizational culture (Organizational Glue, Organizational Leadership, Organizational Mission, Organizational Group, Organizational Adaptability and Organizational Autonomy), Quality of work life (Physical conditions, Safe and healthy work conditions, Job security, Supervision, Social relationships, Relationships with co-workers and authorities, Reward system, Work and working conditions, Self and self-development, Training and development, Intrinsic aspects, Work and life balance, Well-being, and Organisation and management), Job attitude (Job Commitment, Job Involvement and Job Satisfaction) and Personal effectiveness (Personal Focus, Personal Growth, Team Effectiveness, Relationships and Personal Adaptability). The questionnaires, together with a Personal data sheet (Educational Qualifications, Age, Sex, Marital status, Salary and Type of organization) were administered to the participants individually.
The study was designed with the following three sets of variables:

(1) **Independent Variables**

   Job attitude

The dependent variables were also analyzed in relation with the other classificatory variables (viz.) Educational Qualification, Age, Sex, Marital status, Salary and Type of organization.

(2) **Moderator variables**

   (i) Organizational culture  
   (ii) Quality of Work Life

(3) **Dependent Variables**

   Personal effectiveness and its sub-variables

**OBJECTIVES OF THE STUDY**

- To find out whether there exist any relationships between Organizational culture, Quality of work life, Job attitude and Personal effectiveness.
- To find out whether there exist any predictor relationships between Organizational culture, Quality of work life and Job attitude on Personal effectiveness and its variables.
- To find out the main and interaction effects of the variables Organizational culture and Job attitude on Personal effectiveness and its variables.
- To find out the main and interaction effects of the variables Quality of work life and Job attitude on Personal effectiveness and its variables.
- To find out the influence of Organizational culture, Job attitude and demographic variables on Personal effectiveness and its variables.
- To find out the influence of Quality of work life, Job attitude and demographic variables on Personal effectiveness and its variables.
• To find out whether there exists any influence of Organizational culture / Quality of work life as moderator on Job attitude and Personal effectiveness relationships.

**HYPOTHESES OF THE STUDY**

• There will be significant relationships between the variables of Organizational culture, Quality of work life, Job attitude and Personal effectiveness.

• There will be significant predictor relationships between Organizational culture, Quality of work life and Job attitude on Personal effectiveness and its variables.

• There will be significant interactions between the classificatory factors of Organizational culture (Low, moderate, high) and Job attitude (Low, moderate, high) on Personal effectiveness and its variables.

• There will be significant interactions between the classificatory factors of Quality of work life (Low, moderate, high) and Job attitude (Low, moderate, high) on Personal effectiveness and its variables.

• There will be significant interactions between Organizational culture (Low, moderate, high), Job attitude (Low, moderate, high) and the classificatory factors of demographic/Job related variables (Qualification, Age, Sex, Marital status, Salary, Type of organization) on Personal effectiveness and its variables.

• There will be significant interactions between Quality of work life (Low, moderate, high), Job attitude (Low, moderate, high) and the classificatory factors of demographic / Job related variables (Qualification, Age, Sex, Marital status, Salary, Type of organization) on Personal effectiveness and its variables.

• Organizational culture/ Quality of work life shall be used to moderate Job attitude and Personal effectiveness.
**METHOD**

The method used for the study is briefly described as follows:

**Participants of the Study**

This study was conducted in the educational sector consisting of the Engineering College Teachers of Kerala. The random sampling method was used and it consisted of 457 Teachers from 22 different Engineering Institutes / Colleges of the State -three central government Institutes, four state government colleges, two aided colleges and thirteen self-financing colleges. The respondents were professors, associate professors and assistant professors from 9 different branches viz., Electronics, Computer science, Mechanical, Civil, Chemical, Biotechnology, Production, Architecture and Humanities.

**Measures used**

The major measures selected for the present study are:

- Organizational Culture Inventory (OCI) by Reena & Jayan (2010)
- Quality of work life Questionnaire by Jayan, Reena, Susan & Rekha (2010)
- Job attitude scale by Jayan (2004)
- Personal effectiveness inventory (PEI) by Andros (1999)
- Personal data sheet

**Procedure**

The participants were approached individually during college hours in their respective organizations, with the help of the concerned administration. Participants were briefed about the purpose of the study and confidentiality was assured. The four questionnaires: (1) Organizational culture Inventory, (2) Quality of work life Questionnaire, (3) Job attitude Scale, and (4) Personal Effectiveness Inventory including the answer sheet and the Personal data sheet were given to the participants. Instructions were the same for all
the four questionnaires. The responses, which were complete in every sense, were scored according to the norms and guidelines of each scale.

**Analysis of Data (statistical techniques used)**

The following statistical techniques were used to analyze the data collected and throw light on the information sought from the investigation. Computer analysis (SPSS version 17) was done to test the various hypotheses. The statistical analyses used are Percentage Analysis, Independent Sample t-test, Preliminary analysis, Correlational analysis, Multiple Linear Regression Analysis, Analysis of variance or ANOVA and Moderated Regression Analysis.

**TENABILITY OF HYPOTHESES**

Seven main hypotheses were formulated for the study. In the light of the results of the study, the tenability of these hypotheses is tested:

The first hypothesis states: There will be significant relationships between the variables of Organizational culture, Quality of work life, Job attitude and Personal effectiveness.

The overall Organizational culture score has a high correlation with the three dimensions of Personal effectiveness: Personal adaptability, Relationships and Team effectiveness. The results of the correlation between the scores on the Organizational culture and Quality of work life indicate that a high positive correlation exists between these two variables. In the correlation between Quality of work life and Job attitude variables the overall Quality of work life has a moderate correlation with two dimensions of Job attitude i.e. job commitment and job satisfaction. Moreover an interesting relation is found between Quality of work life and Job attitude. In the
correlation between Job attitude and Personal effectiveness variables the highest relationship is found between Job commitment and Personal adaptability. So the first hypothesis is completely substantiated.

The second hypothesis states: There will be significant predictor relationships between Organizational culture, Quality of work life, Job attitude and Personal effectiveness

The final regression equation shows that among the different predictor variables Organizational group, Organizational mission, Organizational adaptability (Organizational culture), Well-being, Work and Life balance, Relationships with co-workers and authorities, Self and Self-Development, Intrinsic aspects, Organization and Management (Quality of work life), and Job Involvement (Job attitude) have a positive impact on the Personal effectiveness of the individual. Hence the second hypothesis is confirmed.

The third hypothesis states: There will be significant interaction between the classificatory factors of Organizational culture (Low, moderate, high) and Job attitude (Low, moderate, high) on Personal effectiveness and its variables.

A Two-way ANOVA was conducted to find out the independent effect and interaction effects of Organizational culture (low, moderate, high) and Job attitude (low, moderate, high) on overall Personal effectiveness and its sub-variables. The results show that there is a significant Two-way interaction between levels of Organizational culture and levels of Job attitude on Personal focus. Furthermore Organizational culture and Job attitude independently play a significant role on Personal effectiveness and its variables
like Personal focus, Personal growth, Team effectiveness, Relationships and Personal adaptability. Therefore the hypothesis is confirmed.

**The fourth hypothesis states:** There will be significant interaction between the classificatory factors of Quality of work life (Low, moderate, high) and Job attitude (Low, moderate, high) on Personal effectiveness and its variables.

A Two-way ANOVA was conducted to find out the independent effect and interaction effects of Quality of work life (low, moderate, high) and Job attitude (low, moderate, high) on overall Personal effectiveness and its sub variables. The results indicate that there is a significant Two-way interaction between levels of Quality of work life and levels of Job attitude on Personal effectiveness and its variables: Personal focus and Personal adaptability. Furthermore, Quality of work life and Job attitude independently play a significant role on Personal effectiveness and its variables: Personal focus, Personal growth, Team effectiveness, Relationships and Personal adaptability. Therefore the fourth hypothesis is accepted.

**The 5.1 hypothesis states:** There will be significant interaction between the classificatory factors of Organizational culture (Low, moderate, high), Job attitude (Low, moderate, high) and Qualification (B.Tech, M.Tech/ M.Sc/M.C.A, Ph.D) on Personal effectiveness and its variables.

Qualification is a major significant factor only on Personal adaptability. Ph.D holders have higher Personal adaptability than the other two groups (B.Tech and M.Tech/M.Sc/M.C.A). Levels of Organizational culture, levels of Job attitude and Qualification have no significant Three-way interaction effect on Personal effectiveness and its variables. Thus the hypothesis is somewhat established.
The 5.2 hypothesis states: There will be significant interaction between the classificatory factors of Organizational culture (Low, moderate, high), Job attitude (Low, moderate, high) and Age difference (20-29yrs, 30-39yrs and 40-65 yrs) on Personal effectiveness and its variables.

Age is not a significant factor on Personal effectiveness and its variables. High Organizational culture group belonging to the high Age group has higher Personal effectiveness, Team effectiveness, Relationships and Personal adaptability than the other categories. So there exists a significant Two-way interaction. But the results show that there is no Three-way interaction effect between Organizational culture (Low, moderate, high), Job attitude (Low, moderate, high) and Age on overall Personal effectiveness and its sub-variables: Personal focus, Personal growth, Team effectiveness, Relationships and Personal adaptability. Thus the hypothesis is fairly accepted.

The 5.3 hypothesis states: There will be significant interaction between the classificatory factors of Organizational culture (Low, moderate, high), Job attitude (Low, moderate, high) and Sex (male/female) on Personal effectiveness and its variables.

Sex makes a significant difference on Personal adaptability. On the basis of mean scores, it can be reported that the female subjects have higher Personal adaptability than the male subjects. There is also a significant Two-way interaction between levels of Organizational culture and sex. The female respondents belonging to high Organizational culture group have higher mean scores in Team effectiveness than the male respondents. The Three-way interaction effect shows that levels of Organizational culture, levels of Job attitude and Sex are not significant on Personal
effectiveness and its variables. Subsequently the hypothesis is established to a large extent.

The 5.4 hypothesis states: There will be significant interaction between the classificatory factors of Organizational culture (Low, moderate, high), Job attitude (Low, moderate, high) and Marital status (married/unmarried) on Personal effectiveness and its variables.

There is no Three-way interaction between levels of Organizational culture, levels of Job attitude and marital status on Personal effectiveness and its variables. Further, it can be stated that married engineering college teachers belonging to high Organizational culture group have higher Personal effectiveness and Personal growth than the unmarried teachers. It can also be stated that unmarried engineering college teachers belonging to high Job attitude have higher Personal effectiveness, Personal focus and Personal growth than the married teachers of the same group. So the hypothesis is fairly substantiated.

The 5.5 hypothesis states: There will be significant interaction between the classificatory factors of Organizational culture (Low, moderate, high), Job attitude (Low, moderate, high) and Salary (below 20000, 20000 -30000, 30000-above) on Personal effectiveness and its variables.

Salary makes no significant difference to Personal effectiveness and its variables. But the interaction between salary and levels of Organizational culture has a significant role on Team effectiveness. On the basis of mean scores, it can be reported that Teachers of the high range of salary (30000 and above) and high Organizational culture level
display more Team effectiveness than the moderate and low level groups. So the hypothesis is partially confirmed.

**The 5.6 hypothesis states:** There will be significant interaction between Organizational culture, Job attitude and the Type of organization (Central government Institutes, State government colleges, Aided colleges, Self-financing colleges) on Personal effectiveness and its variables.

On the basis of mean scores, it can be stated that the faculty members of Central government engineering Institutes have better Personal adaptability than those of the other Institutions like State government colleges, Aided colleges and Self-financing colleges. Based on the scores it can also be stated that the faculty members of State government colleges have comparatively higher Personal adaptability than those of the other Institutions like the Aided and Self-financing engineering colleges. The Self-financing colleges have the lowest Personal adaptability. Thus the hypothesis is partially proved.

**The 6.1 hypothesis states:** There will be significant interaction between the classificatory factors of Quality of work life (Low, moderate, high), Job attitude (Low, moderate, high) and Qualification (B.Tech, M.Tech /M.Sc/M.C.A, Ph.D) on Personal effectiveness and its variables.

There is no significant Three-way interaction between levels of Quality of work life, levels of Job attitude and Qualification on Personal effectiveness and its variables. But there exists a significant one-way interaction effect. Qualification does make a significant difference to Personal effectiveness variables. Based on the results, therefore, it can be argued that as far as these teachers are concerned, Qualification is a
major significant factor on Personal effectiveness, Team effectiveness and Relationships. Thus the hypothesis is partially established.

The 6.2 hypothesis states: There will be significant interaction between the classificatory factors of Quality of work life (Low, moderate, high) and Job attitude (Low, moderate, high) and Age (20-29 years, 30-39 years, 40-65 years) on Personal effectiveness and its variables.

Age makes a significant difference to Personal effectiveness, Personal focus, Team effectiveness and Relationships. That is, there exists a significant one-way interaction. On the basis of mean scores, it can be reported that the high Age (40-above) group teachers have higher mean scores in overall Personal effectiveness, Personal focus, Team effectiveness and Relationships than the other Age groups. But there are no Two-way and Three-way interactions. So the hypothesis is established to a certain extent.

The 6.3 hypothesis states: There will be significant interaction between the classificatory factors of Quality of work life (Low, moderate, high), Job attitude (Low, moderate, high) and Sex (male/female) on Personal effectiveness and its variables.

There is no significant Three-way interaction. But there is a significant one-way interaction of Sex with Personal effectiveness, Personal growth, Team effectiveness, Relationships and Personal adaptability. On the basis of mean scores, it can be stated that the female respondents have higher mean scores in overall Personal effectiveness, Personal growth, Team effectiveness, Relationships and Personal adaptability than the male respondents. There is also a significant Two-way interaction between Sex and levels of Quality of work life on Personal focus. On the basis of mean scores, it can be reported that the female respondents belonging to the high Quality of work life have
higher mean scores in Personal focus than the male subjects. Therefore the hypothesis is roughly established.

The 6.4 hypothesis states: There will be significant interaction between the classificatory factors of Quality of work life (Low, moderate, high), Job attitude (Low, moderate, high) and Marital status (married /unmarried) on Personal effectiveness and its variables.

Marital status independently makes a significant difference only to Relationships. But the interaction between marital status and levels of Quality of work life has a significant role on Personal effectiveness, Personal focus and Personal growth. Further, on observation of the group cell means, it can be stated that unmarried engineering college teachers belonging to high Quality of work life group have higher Personal effectiveness, Personal focus and Personal growth than the married teachers belonging to the same group. As a result the hypothesis is to a large extent established.

The 6.5 hypothesis states: There will be significant interaction between the classificatory factors of Quality of work life (Low, moderate, high), Job attitude (Low, moderate, high) and Salary (below 20000, 20000-30000, 30000-above) on Personal effectiveness and its variables.

The respondents with a high level of Salary have higher mean scores in Team effectiveness, Relationships and overall Personal effectiveness than the moderate and low level salary groups. However there is no significant Three –way interaction. Therefore the hypothesis is not fully established.
The 6.6 hypothesis states: There will be significant interaction between Quality of work life (Low, moderate, high), Job attitude (Low, moderate, high) and the Type of organization (Central government Institutes, State government colleges, Aided colleges, Self-financing colleges) on Personal effectiveness and its variables

There is no Three –way interaction   between the levels of Quality of work life, levels of Job attitude and the Type of organization on Personal effectiveness and its variables. But there exists a main effect: the Type of organization makes a significant difference to Team effectiveness, Relationships, Personal adaptability and overall Personal effectiveness. So the hypothesis is partially confirmed.

The seventh hypothesis states: Organizational culture/ Quality of work life shall be used to moderate Job attitude and Personal effectiveness

Results suggest that good Organizational culture / good Quality of Work Life improves Job attitude and Personal effectiveness, and this proves that Organizational culture/ Quality of work life does moderate Job attitude and Personal effectiveness relationships. Thus the hypothesis is completely substantiated.

MAJOR FINDINGS OF THE STUDY

The following are the most important findings of the present research

1. There is a high positive interrelationship between Organizational culture variable with its sub-variables.

2. There is a high positive interrelationship between Qualities of work life variable with its sub-variables.

3. There is a high positive interrelationship between Job attitude variable with its sub-variables.
4. There is a high positive interrelationship between Personal effectiveness variable with its sub-variables.

5. A lofty positive relationship exists between Organizational culture variables and Quality of work life variables.

6. Organizational culture variables and Job attitude variables enhance one another.

7. Organizational culture variables and Personal effectiveness variables are positively related to one another.

8. A high positive relationship exists between Quality of work life variables and Job attitude variables.

9. Quality of work life variables and Personal effectiveness variables are strongly related to one another.

10. A high positive relationship exists between Job attitude variables and Personal effectiveness variables.

11. Variables of Organizational culture, Quality of work life and Job attitude predict Personal effectiveness. That means the different predictor variables Well-being, Organizational group, Work and life balance, Relationships with co-workers and authorities, Self and self-development, Intrinsic aspects, Organization and Management, Organizational Mission and Organizational Adaptability and Job involvement together predict Personal effectiveness to be 75.5%.

12. Variables of Organizational culture, Quality of work life and Job attitude predict Personal focus. Among the different predictor variables Work and life balance, Self and self-development, Well-being, Physical conditions, Supervision, Organizational group and Job involvement have a positive impact on Personal focus. They together predict Personal focus to be 58.9%.
13. Variables of Organizational culture, Quality of work life and Job attitude predict Personal growth. Among the different predictor variables Work & Life balance, Organizational Group, Self & Self development, Job Involvement and Well-being together predict Personal growth to be 45.8%.

14. Variables of Organizational culture, Quality of work life and Job attitude predict Team effectiveness. The different predictor variables like Intrinsic aspects, Relationships with co-workers and authorities, Organizational adaptability, Work and life balance, Organization and management, Job involvement and Organizational glue together predict Team effectiveness to be 69%.

15. Variables of Organizational culture, Quality of work life and Job attitude predict Relationships. The different predictor variables like Well-being, Organizational group, Relationships with co-workers and authorities, Organization and Management, Work and life balance, Organizational Adaptability, Supervision, Organizational glue, Job security and Job involvement together predict Relationships to be 72.5%.

16. Variables of Organizational culture, Quality of work life and Job attitude predict Personal adaptability. The different predictor variables like Well-being, Organizational mission, Relationships with co-workers and authorities, Organizational adaptability, Intrinsic aspects, Job commitment, Safe and healthy work conditions, Organization and management, Organizational group, Organizational glue and Self and self-development together predict Personal adaptability to be 71.6%.
17. Organizational culture has a profound influence on Personal effectiveness and its variables like Personal focus, Personal growth, Team effectiveness, Relationships and Personal adaptability.

18. Quality of work life plays a key role on Personal effectiveness and its variables like Personal focus, Personal growth, Team effectiveness, Relationships and Personal adaptability.

19. Job attitude has a major impact on Personal effectiveness, Personal focus, Personal growth, Team effectiveness, Relationships and Personal adaptability.

20. High Organizational culture category belonging to high Job attitude group has high Personal focus.

21. High Quality of work life category belonging to high Job attitude group has higher Personal effectiveness, Personal focus and Personal adaptability than the moderate and low categories.

22. Ph.D degree holders have higher Personal effectiveness, Team effectiveness, Relationships and Personal adaptability than the B.Tech and M.Tech/ M.Sc/M.C.A degree holders.

23. High age group (40-above) has higher Personal effectiveness, Personal focus, Team effectiveness and Relationships than the other lower groups.

24. High age group belonging to the high Organizational culture group has higher Personal effectiveness, Personal focus, Team effectiveness, Relationships and Personal adaptability than the other lower groups.
25. Female respondents have higher Personal effectiveness, Personal growth, Team effectiveness, Relationships and Personal adaptability than the male respondents.

26. Female respondents belonging to high Organizational culture group have higher Team effectiveness than the male respondents.

27. Female respondents belonging to the high Quality of work life group have higher Personal focus than the male respondents.

28. Unmarried engineering college teachers have higher Relationships than the married teachers.

29. Married engineering college teachers belonging to high Organizational culture have higher Personal effectiveness and Personal growth than the unmarried teachers belonging to the same group.

30. Unmarried engineering college teachers with a high level of Quality of work life experience higher Personal effectiveness, Personal focus and Personal growth than the married engineering college teachers.

31. Unmarried engineering college teachers with a high level of Job attitude have higher Personal effectiveness, Personal focus and Personal growth than the married teachers of the same group.

32. Teachers with the high range of Salary (30000 and above) exhibit higher Personal effectiveness, Team effectiveness and Relationships than the teachers with the moderate and minimum scales of Salary.

33. Teachers of the high range of Salary (30000 and above) with Organizational culture display more Team effectiveness than the lower groups.
34. The faculty members of Central government engineering Institutes have better
Personal effectiveness, Team effectiveness, Relationships and Personal adaptability
than those of the other Institutions like State government colleges, Aided colleges
and Self-financing colleges.

35. Good Organizational culture and Quality of Work Life enhance Personal
effectiveness and Job attitude. That is, Organizational culture and Quality of work
life do moderate Job attitude and Personal effectiveness relationships.

**IMPLICATIONS OF THE STUDY**

The present study was designed to understand and find out the relationships between
Organizational culture, Quality of work life, Job attitude and Personal effectiveness.
The study has also tried to find out the interrelationships between these variables and to
establish the predictive relationships between them. These findings of the study may
shed light on the areas of Organizational culture and Personal effectiveness. It is hoped
that the study will stimulate enthusiastic investigators to undertake future research
programs that may further illuminate this area.

Organizational culture is the mirror of an organization’s functioning and therefore it
can make or break its image and goodwill. The motto of every organization should be:
“people are the greatest assets.” A strong culture stresses Organizational glue,
Leadership, Mission, Group, Adaptability and Autonomy. It is also flexible and
dynamic and experiments with fresh ideas; and such an enlightened Organizational
culture is bound to have a massive impact, almost a magical effect, on Personal
effectiveness, creativity, innovation and well-being.

The present study adds to the body of literature of Organizational culture in two ways:
1) It presents organizational culture research carried out during the past three decades
in order to provide future researchers with useful insights. 2) It provides a comprehensive framework and a behavioral perspective to understanding Organizational culture and why and how it will change as an organization evolves through changing environment conditions, internal and external. Future research can examine each source of behavior of Organizational culture in detail and also the dynamics involved in the interchange between the manifestation of organizational behavior and the source of behavior. Consequently, the present study has implications for teachers to assess their Organizational culture by analyzing its manifestations in the Quality of work life and identifying their own Job attitude, and thus to enhance their Personal effectiveness.

The improved Quality of Work Life will naturally help to improve the family life of the teachers and would also improve the performance of the organization. Safety culture is an essential element of the Quality of work life. The environmental factors like sanitation, drinking water, rest shelters, ventilation, lighting facilities etc. do affect the Quality of work life and these factors require continuous improvements. Job attitude is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that facilitate a general feeling of fulfillment. The Organizational culture that is able to fulfill the employees’ personal needs provides a positive interaction effect, which in turn leads to an excellent Quality of work life and a positive psychological outlook. No wonder, it is said culture is the Software of the mind.

In the fast changing organizational scenario every organization is, therefore, getting involved to provide the best of the best work culture to enhance the Job attitude and the Quality of work life of the employees in the organization. Intact Organizational culture
and Quality of work life will undoubtedly lead to improved Job attitude and Personal effectiveness.

**LIMITATIONS OF THE PRESENT STUDY AND SUGGESTIONS FOR FUTURE RESEARCH**

Culture is a complex and multi-faceted concept, and its study requires conceptual models and research methods that can reflect this complexity and acknowledge the existence of multiple views and voices.

But as noted earlier, there is a considerable paucity of studies in Kerala in this newly emerging field. The present investigation has been a modest attempt to fill the void. The findings of the research justify a strong recommendation for a high Organizational culture in educational institutions. A high culture will certainly enhance the Quality of work life and alter the Job attitude, and ultimately the Personal effectiveness of the teachers of all the strata of the educational sector.

Future research may include other salient factors and also examine more complex interactions of Quality of work life with other demographic characteristics/job related variables among the engineering college teachers. A comparative study of the engineering college teachers and the people of other professions is also suggested. Moreover, this is a study confined to Kerala and therefore it is important to compare the conditions of Kerala with those of the other States. A mixed method (with both quantitative and qualitative research) study is also strongly recommended for future study.

I hope that more researchers in the future will be motivated to apply these approaches to the understanding of the new, exciting field of Organizational culture and its miraculous influence on the Quality of work life, Job attitude and Personal effectiveness.