DISCUSSION

Porter (1962, 1963, 1964) has extensively studied job attitudes in management and reported that job level or the hierarchical structure of management emerged as an important influencing factor for perceived deficiency in need fulfilment and perceived importance of needs. This earlier finding has been tested in the present study to see the effect of hierarchy on job satisfaction, various motivations and various dimensions of organizational climate. The present study does not clearly support the earlier findings of Porter. If Porter's theoretical structure is assumed generalized, then all the dependent measures taken in present study must have been influenced because job satisfaction, motivations and climate are the expressions of need structure.

Payne and Mansfield (1973) have reported that perceptions of organizational climate differed at varying hierarchical positions. It was only single dimension for organizational climate where employees at different job levels differed. It was the perception of rewards dimension. Middle level Officers perceived more rewards in comparison to top managers, whereas lower management perceived the least. Rewards can be taken, here, as a representative of various need satisfactions. This somehow confirms Porter's (1961) observations.
Although various Indian studies have reported that employees at various hierarchical levels also differ in their attitude towards the management. Top management develops favourable attitude toward the organization. On the other hand, the lower management keeps unfavourable attitude toward the organization. Mukerjee (1968) and Delke (1978) studied perceived needs among Indian textile workers. Perceived need fulfilment of upper middle level management personnel is significantly involved on social and esteem needs only. Lower and upper level managers did not differ significantly in need satisfaction on need category. The similarities for job satisfaction and perceived importance of needs and organizational climate among bank employees at three levels may be attributed to the narrow gap in the duties and responsibilities as well as work employment. Such results may be characteristics of bank organization where enough financial and non-fiscal incentives are given at the various levels. In a study by Singh and Dewan (1983) on job satisfaction in bank employees it was found that official hierarchy and job satisfaction were positively related. The managers were found to be more satisfied with their job conditions, accountants were next in this respect and the clerks were lowest.
Overall organizational climate perceptions are also influenced by the experience of members working in the organization because perception is such a process which depends upon experience. Layon and Ivancevich (1974) found that different climate dimensions influence individual job satisfaction facets and the impact of organizational climate on satisfaction varies with dimensions of climate. Payne and Mansfield (1978) have also identified correlates of individual's perceptions of organizational climate. Experience is such a variant which affects the individual perceptions. Moreover age and experience are also such individual correlates which change the need structure of the employees of organization. At the same time with increasing experience identification with work and organization are also consolidated. Management also provides more incentives to highly experienced employees. Such theoretical ideology and empirical evidences led us to test the effect of experience on various dependent measures. Results revealed significant differences only for career motivation and the perceptions of responsibility. Schein (1974) defined 'career' as a set of expectations held by individuals inside the organization which guide their decisions about whom to move, when, how and at what speed. On the other hand, 'responsibility' is a set
of expectations held by management inside the organization from its employees. Desire to achieve is more with low experienced employees as they have yet to achieve. The means of 'responsibility' clearly revealed that as the experience increased the perceptions of 'responsibility' also increased. Obviously, management puts high experienced employees in more responsible positions. Thus the structure and process of the career in terms of a set of basic stages can be described. It creates transitional terminal positions or statuses which involve responsibility vis-a-vis. As other motivations and perceptions of various dimensions of organizational climate did not differ various experienced levels, the job satisfaction also did not differ. Mount (1984) had different observations in this regard who found that low experienced subjects who were in the stage of advancement and maintenance were less satisfied than those high experienced subjects who were in the established stage.

Various studies have established that different motives and climate effect the performance of workers (Frederiks, 1966; Pritchard and Karasick, 1973; Guion, 1973; Payne and Pugh, 1976). Such empirical studies have raised an important question—Is organizational climate merely a variant of job satisfaction? On the other hand, Litwin (1974) has
experimentally proved that motivation determines organizational climate. Thus an interaction of climate and motivation can be hypothesized. Results of present study revealed that perceptions of real climate are significant independent source of job satisfaction. Neither the selected motives nor the interaction between career motivation and climate were able to demonstrate their significant source. In another analysis it was found that the perceptions of ideal climate are relatively less effective sources of job satisfaction. Whereas Barth (1971) advocated that highly significant difference was found between actual and ideal climate for all factors. This discrepancy is more important in relation to end variable of the organization. Joyce and Slocum (1982) found that climate discrepancy was better predictor of work satisfaction, whereas in another analysis of the present study it was otherwise. Neither the ideal climate nor the interaction between motivation and ideal climate significantly effect job satisfaction whereas job satisfaction significantly effect the discrepancy score between existing and ideal climate. Job satisfaction was found not to effect individual motive strength. The means revealed that the discrepancy score was less for satisfied workers in comparison to dissatisfied workers. This dynamic suggest that satisfied
employees match their ideals with existing environment.

Observations of the present study revealed organizational climate as a significant source of job satisfaction whereas motivation did not. In 1974, Fineman has strongly recommended the interaction of climate and achievement motivation in congruence with job satisfaction. On the other hand, Disterly and Schneider (1974) hypothesized so for power motivation and climate. On the other side, Johannesson (1971, 1973) has altogether different viewpoint. He rejected the causal viewpoint and claimed climate and satisfaction so similar that they were, in fact, redundant measures. He gave two reasons for redundancy hypothesis - as nature of measures and method of measurement. Thus, Hellriegel and Slocum (1973) commented that while a number of studies have reported significant correlations between organizational climate and satisfaction, it is premature to assert that satisfaction effects climate or climate effects satisfaction. Organizational climate attempts to measure properties of work environment, whereas job satisfaction measures assess the affective response facets of work environment. Lafollette and Sims (1973) have raised certain issues with various alternative hypotheses. The present study
tested various alternates by establishing regression coefficients, multiple correlations, partialing out certain effects and direct correlation coefficients.

Results revealed that job satisfaction and climate correlated significantly and positively. Similar results have been reported by various studies (Schneider and Synder, 1974; Indiresan, 1981; Lafollette and Sims, 1975). The correlations were .44 with existing climate and .55 for ideal climate. Various regression coefficients for existing climate were also around .40, and for ideal climate varied between .67 to 1.18. It is not logical to assume redundancy with such correlation coefficients. None of the study, so far yet, was able to demonstrate a perfect positive correlation between job satisfaction and organizational climate. Payne et al. (1976) could get the highest correlation coefficients as equal to .67. Therefore, the redundancy hypothesis should be rejected. Johannesson (1973) gives very shallow reasons for redundancy. Things may appear similar on face validity, and often systematic analysis revealed them different. Alternatively, as analysis of variance also suggest, the causal relationship is more appropriate. Taylor and Bowers (1972) investigated the causal relationship
of climate and job satisfaction. They found that the organization climate shows evidence of being more the cause of, then caused by satisfaction. The present study also revealed that it can be the discrepancy between ideal and existing climate which may be caused by job satisfaction. Certainly, organizational climate is more the cause of job satisfaction. The interrelationships of the concepts of organizational climate with job satisfaction have been frequently observed with confirming the assumption that organizational climate is a causal factor in job satisfaction (Gallerman, 1968; Litwin and Stringer, 1968; Ivancevich and Lyon, 1972; Pritchard and Karasick, 1973). The problem with climate - satisfaction relationship is that it is difficult to know which causes what. They are probably interactive, though the experimental studies on organizational climate tend to show that manipulation of climate lead to changes in job satisfaction (Litwin and Stringer, 1968; Frederiksen et al. (1972); Dieterly and Schneider, 1974).

In Litwin and Stringer (1968) model, the concept of organizational climate is used as an intervening variable mediating between factors of organization and motivation tendencies. The factors of organization such as structure, leadership,
managerial practices, decision making process are realities. But these realities are understood only as they are perceived by members of the organization, allowing climate to be viewed as a filter through which objective phenomena must pass. This perceived organizational climate is seen as arousing motivation which, in turn, causes emergent behavior resulting in various consequences for organization such as satisfaction, productivity or performance. Lawler et al. (1974) also has used organizational climate as a variable which intervenes between organizational processes and job satisfaction. Such empirical evidences have forced the organizational psychologists to choose another alternative hypothesis that climate and job satisfaction have a third variable related highly, but not causally related nor redundant with each other. The obvious choice for third variable is 'motivation.' Fineman (1974) has more recently developed a job-climate questionnaire which is concerned solely with the degree to which the environment of employees create a press in terms of Murray (1973) towards the need for achievement as conceived by McClelland et al. (1953). He concluded that this measure relates to job satisfaction and performance and again asserts that climate and satisfaction are different things.
In the present study regression coefficient for career motivation, assertiveness motivation and self sufficiency motivation were quite satisfactory. Although it was revealed that with perceptions of existing climate, career or achievement motivation had sizeable mediating role. On the other hand, when motivations were tagged with ideal climate as predictors of job satisfaction, self sufficiency motivation was the foremost predictor. The multiple correlation coefficient of the organizational climate and motivation on job satisfaction were highly significant. When the role of motivation was separately analyzed in further correlation with climate and satisfaction, only career motivation (achievement motivation) is important. The results further confirmed that of Finesman and McClelland's observation that it is the achievement motivation which is more important. When the climate effects were partialed out from the correlations between motivation and job satisfaction, the relationship was partly found to be changed. When the ideal perceptions climate effect were partialed out, even correlation between career and satisfaction become nonsignificant. On the other hand, self- sufficiency motivation become significant.

The correlation between the organizational
climate and motivations, particularly with existing climate were negative but non significant. However the correlation between ideal climate and self-sufficiency motivation was negatively and significantly correlated. When job satisfaction effect was partialed out, the correlations become even higher for assertiveness and self-sufficiency motivations. On the other hand, for organizational climate and career motivation, partialing out job satisfaction effect increased the coefficient for existing climate and career correlations but decreased the correlation between ideal climate and career motivation. Subba and Anantaraman (1981) observed that when needs were unfulfilled, the perceptions of organizational climate were negative. Indirsen (1981) has reported that significant positive relationship exist between overall perceptions of organizational climate and overall need satisfaction. However results of present study revealed that partialing out the effects of various motivations does not significantly reduced or increased the significant correlation between job satisfaction and existing or ideal climate. Thus, hypothesis advanced for motivation as a common variant of climate and job satisfaction is not of considerable importance and significance. Although it can be further hypothesized that if
motivation has some common effect on the relation between job satisfaction and climate, it may be through mediating other organizational processes such as Litwin and Stringer (1968) has found that through leadership styles. Consequently, we have enough reasons to conclude that job satisfaction and organizational climate are not redundant, rather a causal relationship exists between job satisfaction and organizational climate.