The last chapter of the study which deals with the summary of findings, suggestions and conclusions is laid out below:

The findings of the study are enumerated as below:

**Findings**

- Majority of the respondents fall in the age group of 36 years and above
- It is found that the most of the respondents are married
- Majority of the respondents studied graduation followed by professional degree (including P.G) and diploma
- The study finds that the majority of the respondents have two dependants (children)
- It is found from the study that the most of the respondents follow joint family system
- On the basis of analysis the study reveals that the majority of the respondents have less than 10 years experience
Emotional Intelligence

It is found from the study that the majority of the respondents are not able to overcome difficulties by moving step by step. It is inferred that most of the respondents are not able to deal with upsetting problems. It is noticed that majority of the respondents are not sure of themselves in most of the situations. It is also inferred that most of the respondents are not able to stay on top of tough situations. Most of the respondents are not able to diagnose overall problem before solving and majority of the respondents reported that they have faced strange experiences. The study also infers that most of the respondents changed their opinions quite often. Majority of the respondents generally stop and think when they first face a problem. Most respondents reported others do not understand what they think. Majority of the respondents feel good about themselves. The study notes that most of the respondents can adjust to new conditions. Most of the respondents can control their anxiety. On the basis of the analysis, it is noted that most of the respondents can openly say if they disagree with others. Most of the respondents consider what happens around them and majority of the respondents reported they get along well with others. It is noticed that most of the respondents are able to accept themselves as they are and majority of the respondents care what happens to others. Most of the respondents are able to change their old habits. It is inferred from the study most of the respondents do not know how to keep calm in difficult situations. Most respondents say it is not difficult for them to say “No” when required. Majority does not get carried away by imaginations or fantasies. Most respondents said making changes in ordinary life was difficult. Majority does not employ multiple approaches in handling situations and most of the respondents do not find it easy to tell others what they think. Most of the respondents are not sensitive to the feelings of others. The study finds most of the respondents do not have good relations with others and most report that others do not think they (respondents) are sociable. It is noticed that most respondents keep in touch with their friends and majority of the executives say they avoid hurting others’ feelings. Most respondents find it difficult to stand up for their rights and said it is not hard for them to see others suffer.

Job Satisfaction
The study infers that most respondents have the chance to work alone on the job. Most respondents have said they do not have the chance to do different things from time to time with majority saying there was a chance to be somebody in the community. Most respondents do not do things against their conscience and have disagreed that they have the chance to tell others what to do. Majority of the executives say they do not have the chance to do something to make use of their abilities and report they do not have the freedom to use their own judgement. Most of the respondents try to adopt their own methods of doing the job and report the working conditions are good. It is noted that majority of the respondents get praise by doing a good job and inform that they get a feeling of accomplishment by doing their jobs.
Motivation

It is inferred from the study that most of the respondents attach value to others opinions about their performance. Majority of the respondents agreed it is important for them to impress others by doing a good job. It is also noted that most executives do not like to fulfill others expectations of them. Majority of the respondents disagreed that they avoid tasks they may be unable to complete. It is inferred that most are worried that they may not always be able to meet standards set by others. Majority of the respondents do not like to attempt harder once more to get success on a difficult task and do not always make attempts to learn new concepts.

Leadership

It is noted from the study that most of the respondents reported positively on describing to others frequently about the kind of future they want to create together. Most executives have frequently involved others in planning actions to be taken and stay up to date on the most recent developments affecting their organization. It is noticed that most respondents frequently communicate a positive and hopeful outlook for the future of the organization besides giving a lot of discretion to others to make their own decisions. Majority of the respondents besides praising others for a job well done and look for ways to innovate and change the organization. Most of the executives let others know about the beliefs and values of the organization by their own actions. The study finds that majority of the respondents look for ways to celebrate their accomplishments jointly. Most of the respondents are willing to experiment and take risks with majority reporting they set clear goals and articulate the same to others without ambiguity.


**Communication**

It is observed from the study that majority of the respondents think their superiors criticize them without seeking explanations. Most of the executives have agreed that their superiors induce as much creativity as possible on the job and also say their superiors always judge their actions all the time. Majority of the respondents feel honesty and straightforwardness with their superiors but say their superiors rarely give moral support to them in times of personal crisis. Most of the respondents are able to express their ideas and views openly with their superiors.

**Team Building**

It is observed from the study most of the team members disagreed that all the team members know why the team is doing what it is doing. Majority of the team members agreed that their team leader lets them know how well they are meeting customer expectations and report that each team member has a significant influence on the decisions of the team affecting their individual jobs. Most of the respondents say every team member does not know the team priorities and the team members do not have the skills to accomplish their roles. Majority of the respondents reported the teams understand how they fit into the organization and say that the teams have the support and resources to meet customer expectations.
Decision Making

It is noted from the study that most of the respondents do not feel a lot of time pressure when taking decisions and do not avoid thinking about a decision to be made by them. Majority of the respondents are not uncomfortable about making decisions and do not waste time on trivial matters before making final decisions. Generally respondents do not delay acting on the decisions already made and take decisions on their own if they can and not ask the other person to take it. Most of the respondents do not put off taking decisions and take responsibility for making their own decisions. It is noticed that majority of the respondents take their decisions without being forced to take them.

Reliability Analysis

The reliability analysis estimates the validity of the questionnaire used for the study. In this study, all the questions classified into various heads show positive values which are listed as below:

- Emotional intelligence (0.878)
- Job satisfaction (0.792)
- Motivation (0.632)
- Leadership (0.803)
- Communication (0.802)
- Decision making (0.968)
- Team building (0.769)
Hypotheses Testing

Six hypotheses have been framed for the study and Chi-Square Statistic was used to substantiate them. The result of the hypotheses testing and the resulting inferences are summarized below;

**Hypothesis 1:** There is no association between educational status and emotional intelligence.

The chi-square test proves that there is an association between emotional intelligence and educational status.

**Hypothesis 2:** There is no significant association between experience and job satisfaction.

Chi-Square test supports the hypothesis that there is no association between experience and job satisfaction.

**Hypothesis 3:** There is no association between educational status and motivation

Chi-Square test rejects the hypothesis that there is no association between educational level of the employees and motivation.

**Hypothesis 4:** There is no association between experience and communication

Chi-Square test supports the hypothesis that there is no association between experience and communication.

**Hypothesis 5:** There is no association between educational status and leadership

Chi-Square test result rejects the hypothesis that there is no association between educational level and leadership.

**Hypothesis 6:** There is no association between experience and team building

Chi-Square test accepts the hypothesis that there is no association between experience and team building.
Suggestions

The following suggestions are offered in the light of the findings of the study:

i) The overall development of the organization should be improved by paying special attention to the dimensions of Communication, Emotional Intelligence, Leadership and Job Satisfaction.

ii) The executives should be fully involved in formulating and implementing important policies and strategies.

iii) In order to strengthen and maintain the positive relationship between the organization development and job satisfaction, the management should take steps to make the executives be aware and appreciative of the present policies of the organization. A significant improvement in the overall performance of the executives could be brought about by motivating them properly through personal contact, training programs and meetings.

iv) The gap between the subordinates and superiors should be narrowed. This could be achieved by motivating the subordinates in the proper way and by modifying the managerial and personnel policies to meet their expectations.

v) In general, managerial and personnel policies and practices should be modified in relation to satisfy the expectations of all the executives. In particular, the recruitment policy should be free of favouritism and personal bias. There should be sufficient scope for promotion and career advancement besides instituting satisfactory procedures for handling grievances.
Scope for further research:

It is a fact that any study leaves ample scope for further studies. The present study also indicates the following areas as scope for further research:

1. The study examined organization development practices of a public sector organization and the same may be studied with reference to private sector organizations.
2. Studies can be undertaken on organisations running different businesses.
3. This study involved respondents from the executives category of the organization. One can also study non executive category of employees.
4. Similar studies may be taken up on several organizations at the same time to examine the organizational development practices across those organizations for comparison.
Conclusion

The growth of any organization depends on its employees, processes, planning, strategies, management vision and the nature of the business environment etc. A single intervention in organization development cannot contribute meaningfully to organizational success. In the long term, each of the variables discussed above contributes its share. The exact measure of the each variable’s contribution can be attained only by experience. Public sector undertakings are lacking in this area mainly because of frequent transfers of the key employees between the branches and the sister organizations. However in the interests of the organizations, organizational development has to be ensured through controls and targets at all times.

Organizational development can be better implemented in such public sector organizations only through fixing of proper authority and responsibility. The key success factor in public sector undertakings has been the fixing and monitoring of the production targets and financial performance targets of the organizations. However mostly the value of human capital has not been effectively measured to represent the value of the firm in case of public sector undertakings. As we have seen from the results of the study, effective organizational development can greatly improve the value as well as effectiveness of human capital. The focus on personal and organizational factors help the organization to perform better and thereby the financial performance will improve. Thus it is important to focus on the benefits of organizational development while going in for evaluation of any organization. This can help in improving the effectiveness of organizational development practices among the firms leading to increased productivity and profitability of organizations.