CHAPTER VII

SUMMARY CONCLUSIONS AND IMPLICATIONS
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Summary: The effect to understand organizational culture and also collectively manage it, so that there is an optimization of the aims achieved by the organization, and those of the employees, is at the forefront of all behavioural attempts these days. The behavioural scientists who have expressed their consensus with this view and have worked towards the realization of the effective and collaborative management of organization culture are numerous both in India and abroad. Some of the pioneers were Chris Argyris, Richard Beckhard, Warren Bennis, Robert Blake, Jane Mounton, Rensis Likert, Ronald Lippitt, Douglas McGregor, and Herbert Shepard.


On the basis of the writings of these scientists it was felt that organizational culture would have a deep and abiding effect on employee morale. Besides, this, in order to raise the effectiveness of organizational cultures, it is important to first examine our concept of organizational culture and its make a survey of the kind of cultures prevalent, and also trace its effects on the employee psyche both individually and collectively. There seemed to be a glaring gap when it came to any such research studies in the Indian conditions, both in the case of the kinds of organizational cultures prevalent, as well as its effect on employee morale. The researcher came across only a couple of studies where dimensions of organizational climate were correlated with some aspect of employee behaviour i.e. frustration, supervisory management relations work motivations in a particular organization.

The present study is broader in both concept and scope. Our concept of culture is deliberately introduced as one encompassing the roots of Indian culture with reference to such institutions as the joint family system, the paternalistic system, and the caste system which have a deep and abiding effect on Indian organizational set ups.

9 Shailendra Singh,'Frustration in Organization Relationship with organizational climate', Indian Journal of Industrial Relations April, 1988, p. 446.
11 A. Sreekumar Menon,'Organizational Climate and Work Motivation' (ed) S. K. Roy and A. Sreekumar Menon, Motivation and Organizational effectiveness, N. Delhi, SRC Publication 1971, pp 175-203.
The definition of the word 'culture' as used in the present study is the same as that used in the science of O.D. Culture is defined as 12, "A prevailing pattern of activities, interactions, norms, sentiments, beliefs, attitudes, values and products".

Once our concept of culture was defined, it was necessary to examine the specific dimensions which cause one organization's cultural profile to differ from another. An extensive survey of literature and discussions with various experts led to the identification of the following dimensions:

(a) **Interpersonal Trust**: Interpersonal trust is identified as being the degree of warmth and support provided in a culture.

(b) **Degree of Autonomy**: This is the degree to which one can follow one's own methods of functioning in order to achieve a goal.

(c) **Freedom in Decision Making**: This refers to the freedom with which an employee can choose his goals keeping in view the general policies of the organizations.

(d) **Communication Patterns**: This refers to the direction, intensity and encouragement provided to communication in an organization.

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(e) **Importance to Merit**: This is the value that an organization places on individual talent and effectiveness.

(f) **Leadership Style**: This refers to the degree to which decisions are made singularly by the leader or collectively with the involvement of the work group as a whole.

(g) **Innovation and Receptiveness to New Ideas**: This dimension refers to the perception of the employees regarding the orientation of the organization towards new ideas and change.

(h) **Importance to Excellence**: This refers to the degree to which an organization is geared to satisfying the multiple expectations of all its stakeholders.

(i) **Inter Departmental Relations**: This dimension refers to the functionality of inter departmental relations. It excludes both unhealthy competition as well as co-operation.

(j) **Concern for People**: This refers to whether an organization admits that people are the most important of all factors that go into its making.

(k) **The Use of Status Symbols**: This dimension eschews the excessive pre-occupation with status and the use of status symbols.

A survey of literature also revealed that two of the most well researched determinants of the culture of organizations were, the level of technological input of the firm and the sector in which it was located.
Considerable research on the effects of different technologies on dimensions of culture has been carried out by Woodward, Blauner, Harvey, Kornhauser, etc. Different levels of technology have different propensities for creating harmony or conflict in the individual employee psyche, by affecting the intervening cultural dimensions.

A number of articles and studies have also examined some of the different cultural dimension of the public sector. Amongst these are works by Prakash Tandon, Vañilal Sagli, a compilation of articles on the public sector ethos by Mathur, Meash and Chandrasekharan and several works by R.K.Nigam.

Since the aim of the public sector organizations was not short term profitability but a long term development of infrastructural facilities in areas of high investment and low returns, it was presumed that there would be a significant difference in the culture of the public sector undertakings in comparison with their private sector counterparts. Keeping this in view, it was decided to frame a research plan, which kept these two factors (technology and sector) in view.

After the dimensions which make up the culture of organizations were identified and defined, a similar exercise was carried out for morale. A survey of the studies regarding morale was made. For the purposes of our study, morale was defined as, a sustained all pervasive feelings in the organization that it can vitalize actualize, activate and renew itself through its technical and human resources.

The dimensions which were felt to be representative of morale were:

(a) The index of job satisfaction: Job satisfaction refers to the feeling and emotional aspects of the individuals experience of his job as different from intellectual or rational aspects.

(b) Index of organizational Image: This refers to whether an employee's attitude towards his organization is one of pride or disgust or whether the feelings are ambivalent.
(c) **Index of career Growth:** This is a measure of the strength of an employee's expectancy of a rewarding future in the organization, in the course of his performance being in conformity with the goals of the organization.

(d) **Index of satisfaction with superiors:** This index measures the effectiveness of the leadership of the superiors. Whether it satisfies the common desires of the men over whom it is exercised, and whether it shares and sustains those sentiments, principles, and practices which release the creative energies of men for ends that are widely desired.

(e) **Index of emotional and physical needs:** This index measures the degree to which emotional and physical needs of the employee are satisfied.

**This Research Plan:**

The following hypothesis were framed after a survey of literature regarding the concepts of literature and morale.

(i) The culture of an organization has a significant impact on employee morale.

(ii) A less restrictive culture will lead to a higher morale.

(iii) Technology has an effect on culture.

(iv) The culture of private and public sector undertakings are significantly different.

The next step was to formulate a research plan where these hypothesis could be tested with a degree of reliability and an economy in procedure.
In order to test the first hypothesis that organization culture has a significant impact on morale the association between culture and morale was studied through a correlation analysis.

In order to test whether a less restrictive culture would lead to a higher morale the individual score of each organization category-wise was compared with the scores of morale. Further the different dimensions of culture and morale were also analyzed, to see which dimensions of each variable scored low, and whether an explanation for certain low dimensions of employee morale could be found in terms of certain low dimensions of organizational culture.

Hypothesis (iii) and (iv) where culture is related to technology and sector, were tested by varying the sample for the study. It was decided to conduct this study on three different technological levels in the two different sectors. In each technological level one organization each from the public sector and the private sector was chosen. Thus a total sample of six organizations was formed. In the high technology area, the electronics industry was chosen as a representative. In this industry one organization from the public sector (E.S.P.L.) was chosen and one from the private sector (WNL). Similarly the sugar industry was chosen as a representative of the medium technology industries. Daurala Sugar Works in the private sector and UP State Sugar Co-operative in the public sector formed the sample in this technological level. In the primary manufacturing industry representative of the low technology area, again two organizations, Atma Tubes of the Private Sector, and a Unit of the
Haryana Small Scale Industries and Export Corporation of the Public Sector were included in the sample.

In this way the culture in the three different technological levels was contrasted, as also between the two different sectors.

The Procedure: In order to determine the kind of organizational culture prevailing in the different units and the corresponding level of morale, a questionnaire was framed keeping view the different dimensions of culture and morale.

Part A of the questionnaire recorded certain demographic variables, Part B measured the responses on the different dimensions of culture while Part C measured the responses on the different dimensions of morale. A sample group of about 10-15% of total population consisting of all the permanent employees in the selected organizations was chosen by random sample. A total of 197 employees from the six organizations formed the sample.

The average on Part B, for each employee formed a series of 197 items. In the same way the average of on part C (morale) formed another series of 197 items. A correlation between these two series both organization wise and category wise showed the association between organizational culture and employee morale.

Besides this the average on each dimension of culture and morale was calculated for each organization as well as category of employees. This revealed which dimensions contributed towards
making the climate 'open' or 'restrictive' and similarly in the case of morale, which dimensions served to raise or lower the level of morale.

Next an analysis of the scores of culture with respect to technology and sector was made. The scores in each level of technology was calculated for each dimension of culture for this the average dimensional score of the two organizations which formed one technological level was considered. The resulting pattern was then analysed. Finally for testing the effect of sector, the average dimensional scores of the three organizations in the private sector were compared with the average dimensional score of the three organizations in the public sector. The difference between those two averages was tested to see whether it was statistically significant. In this way all the four hypothesis framed in the beginning of the study were tested.

CONCLUSIONS:

The conclusions that can be drawn from the results of the testing of the hypothesis are:

(a) Organizational culture has a definite impact on employee morale. The correlation between culture and morale has been found to be high (.695).

(b) Both the perception of culture and morale amongst the employees has been found to centred around the medium, i.e. the culture is neither very open and nor absolutely restrictive.
Similarly morale is not high and not very low either. Although both are marginally on the lower side of the continuum. Hence there is a great scope for improving culture and correspondingly raising morale.

(c) Organizations with a comparatively higher morale also have a correspondingly more open culture and vice-versa.

(d) The dimensions of culture which this study has revealed to be particularly low are the degree of autonomy and freedom in decision making, while the dimensions which have scored comparatively higher are interpersonal trust and concern for people. This confirms the paternalistic nature of our organizational culture, which is a vestige of our tradition of the joint family system. While there is a great deal of warmth and support in our culture, yet actual decision making powers and autonomy is limited.

(e) Amongst the dimensions of morale the index of job satisfaction has the lowest score. Thus the low scores of employee morale are to a great extent caused by the low scores of job satisfaction. The low job satisfaction scores can be related to the low level of decision making and autonomy that an average employee enjoys.

(f) The effect of technology on culture has been found to be similar to that of Woodward's pioneering study. The organizations with the middle level of technological input have scored the lowest

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In almost all of the dimensions of culture as well as in the average scores of culture. Thus, the organizations employing a middle level of technological input have more restrictive cultures when compared to either organizations employing a high level of technological input or those in the primary manufacturing area employing a low level of technological input.

There is no significant difference in the cultures of the private sector and the public sector. In almost all the dimensions of culture they score nearly the same.

IMPLICATIONS OF THE STUDY:

Since this study had to be conducted single handedly with limited resources of time, money and other infrastructural facilities, a small sample of six industries from a very large total, population, could only be chosen. Hence generalization of these results can be made only when they have been further tested by follow up studies.

However, this study has been a pioneering effort in an area that is vitally important, i.e. raising the level of employee morale by a purposeful management of its culture by an organization. Once an organization is able to pinpoint the strengths and weaknesses of its unique culture it can collaboratively manage it in such a way, so as to increase employee morale as also its own effectiveness.
A number of researchers have linked high morale with higher productivity. One of the major implications of this work, thus, is the possibility of increasing levels of productivity by making the culture of our organizations more open and less restrictive. The cultural scores of the organizations in our sample show that there is a great deal of potential for making our organizational culture more open and less restrictive.

The general level of culture found in this study ranges towards the median. Hence there exists a great deal of potential for making our organizational culture more organizational culture more open and less restrictive. A more open organization culture would be one where there is a high degree of interpersonal trust, a high degree of autonomy and freedom in decision making, where communication is intense, there is a great deal of importance given to merit, where the leadership style is democratic and participative, new ideas are absorbed quickly, excellence is aimed for, Inter-departmental relations are constructive, there is a high degree of concern for people and status symbols are not given any importance.

Besides this a very high degree of correlation has been found between culture and morale. Thus, even a small effort in making organizational cultures more open will go a long way in improving employee morale. This study has also pinpointed certain troubled areas like degree of autonomy and freedom in decision making, where universally low scores especially for the worker
and supervisory category have been found regardless of level of technology or sector.

These cultural dimension corresponds to the low level of job satisfaction scores compared to the other dimensions of morale. This study is useful therefore, in making a survey of the kind of organizational culture prevalent. It also makes a number of pertinent observations, regarding the strengths and weaknesses of our prevalent organizational culture. However, because of the small sample size, which could not have been larger due to the constraints of time, money and individual effort, these results cannot be generalized as such but can only be a feeding ground for similar research efforts. More empirical researches with larger samples drawn from a wider geographical area may prove more useful. If these studies confirm the results obtained during the current research, it would pave the way for larger generalizations of the findings of this study.

The findings of this study could be further strengthened when more research studies applying different tools towards studying the relationship between various aspects of culture and morale.

In the end it is hoped that these findings will be the beginnings of a chain of thought processes verified by further research in this area, that will ultimately lead to more open organizational cultures and consequently higher employee morale.