Chapter - 6

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The data collected for the study was from both the primary as well as secondary sources. The data collected from the primary sources was analyzed using ‘Statistical Package SPSS Version 20’. The analysis of the data yielded the following results and findings.

6.1 FINDINGS AND CONCLUSIONS

6.1.1 The Demographic Profile of the Respondents

1. Table No. 5.1 and Graph No. 5.1 reveal that half of the population of the respondents were of the age group between 31 to 40 years, this means that majority of the employees were young.

2. Table No. 5.2 and Graph No. 5.2 reveal that male and female employees were almost in equal proportion and they were employed in indiscrimination process in the business schools.

3. Table No. 5.3 and Graph No. 5.3 show that nearly three fourth of the respondents were married.

4. Table No. 5.4 and Graph No. 5.4 reveal that maximum number of respondents in this study were permanent employees in their institutions.

5. Table No. 5.5 and Graph No. 5.5 show that maximum number of respondents were having the designation of Assistant Professors in business schools.

6. Table No. 5.6 and Graph No. 5.6 reveal that half of the sample population were post graduates and the remaining respondents were highly qualified having M.Phil and Ph.D degrees with industrial experiences.

7. Table No. 5.7 and Graph No. 5.7 show that maximum number of respondents were having working experience of 1 to 10 years.
which underlines that the employees were young and had recently joined the business schools.

8. Table No. 5.8 and Graph No. 5.8 reveal that about 66 per cent of the sample population were having their current monthly income between Rs. 30,001 to Rs. 50,000.

9. Table No. 5.9 reveals that Cronbach’s alpha value was 0.891 for organizational culture and Cronbach’s alpha value was 0.936 for job satisfaction, that means that the reliability of organizational culture and job satisfaction were found to be high.

10. Table No. 5.10 reveals that that Cronbach’s alpha value for all the sub parts of job satisfaction were found to be reliable.

11. Table No. 5.11 and Graph No. 5.9 reveal that maximum respondents were of the opinion that they had management support in their institutions.

12. Table No. 5.12 and Graph No. 5.10 reveal that most of the respondents were having satisfactory working environment in their business schools.

13. Table No. 5.13 and Graph No. 5.11 reveal that majority of the respondents were satisfied with the educational instruments provided by their institutions.

14. Table No. 5.14 and Graph No. 5.12 reveal that job related aspects were found to be satisfactory by most of the respondents in the study.

15. Table No. 5.15 and Graph No. 5.13 reveal that maximum respondents were satisfied with the overall motivational aspects available in their institutions.

16. Table No. 5.16 and Graph No. 5.14 reveal that most of the respondents found their perception about AICTE and university to be satisfactory.

17. Table No. 5.17 and Graph No. 5.15 reveal that majority of the respondents found their perception about directors to be satisfactory.
18. Table No. 5.18 and Graph No. 5.16 reveal that maximum number of respondents found their perception about students to be satisfactory.

19. Table No. 5.19 reveals that most of the respondents were of the opinion that they were satisfied with the overall organizational culture prevailing in their institutions.

20. Table No. 5.20 showing descriptive statistics reveals that organizational culture was found to be satisfactory in all the business schools which had been selected as a sample population for this research.

6.1.2 Objective 1 – To study the organizational culture and job satisfaction prevalent in the business schools in Pune city.

6.1.2.1 Table No. 5.21 and Graph No. 5.17 showing descriptive statistics of organizational culture and job satisfaction in the overall organizational culture of the institutions reveal that organizational culture and job satisfaction were satisfactory.

6.1.3 Objective 2 – To evaluate the impact of organizational culture on the job satisfaction of the teaching staff working in business schools in Pune city.

6.1.3.1 Organizational Culture and Management Support

- Table No. 5.22 reveals that correlation is positive and significant, which means that there is a positive correlation between the organizational culture and management support.

- Table No. 5.23 reveals that the relation explained between organizational culture and management support is 18.2 per cent. Since the relation is positive, this means that there is an increase in management support for every 0.858 units of organizational culture and this table also shows that the t value is 6.748 and p value 0.000 which is significant, hence the null hypothesis is rejected
6.1.3.2 Organizational Culture and Working Environment

- Table No. 5.24 reveals that the correlation is positive and significant, which means that there is a positive correlation between the organizational culture and working environment.

- Table No. 5.25 reveals that the relation explained between organizational culture and working environment is 9.3 per cent. Since the relation is positive, this means that there is an increase in working environment for every 0.386 units of organizational culture and this table also shows that the t value is 4.586 and p value 0.000 which is significant, hence the null hypothesis is rejected.

6.1.3.3 Organizational Culture and Educational Instruments

- Table No. 5.26 reveals that the correlation is positive and significant, which means there is positive correlation between the organizational culture and educational instruments.

- Table No. 5.27 shows that relation explained between organizational culture and educational instruments is 16.9 per cent. Since the relation is positive, this means that there is an increase in educational instruments for every 0.554 units of organizational culture and this table also shows that the t value is 6.448 and p value 0.000 which is significant, hence the null hypothesis is rejected.

6.1.3.4 Organizational Culture and Job Related Aspects

- Table No. 5.28 shows that the correlation is positive and significant, which means that there is positive correlation between the organizational culture and job related aspects.

- Table No. 5.29 reveals that the relation explained between organizational culture and job related aspects is 29.1 per cent. Since the relation is positive, this means that there is an increase in
job related aspects for every 0.810 units of organizational culture and this table also shows that the t value is 9.150 and p value 0.000 which is significant, hence the null hypothesis is rejected.

6.1.3.5 Organizational Culture and Motivational Aspects

- Table No. 5.30 shows that the correlation is positive and significant, which means that there is a positive correlation between the organizational culture and motivational aspects.
- Table No. 5.31 reveals that the relation explained between organizational culture and motivational aspects is 35.1 per cent. Since the relation is positive, this means that there is an increase in motivational aspects for every 0.923 units of organizational culture and this table also shows that the t value is 10.501 and p value 0.000 which is significant, hence the null hypothesis is rejected.

6.1.3.6 Organizational Culture and Perception About AICTE and University

- Table No. 5.32 shows that the correlation is positive and significant, which means that there is a positive correlation between the organizational culture and perception about AICTE and university.
- Table No. 5.33 reveals that the relation explained between organizational culture and perception about AICTE and university is 7.8 per cent. Since the relation is low but positive, this means that there is an increase in perception about AICTE and university for every 0.549 units of organizational culture and this table also shows that the t value is 4.154 and p value 0.000 which is significant, hence the null hypothesis is rejected.

6.1.3.7 Organizational Culture and Perception About Directors

- Table No. 5.34 shows that the correlation is positive and significant, which means that there is a positive correlation between the organizational culture and perception about directors.
Table No. 5.35 reveals that the relation explained between organizational culture and perception about directors is 27.4 per cent. Since the relation is positive, this means that there is an increase in perception about directors for every 1.540 units of organizational culture and this table also shows that the t value is 8.779 and p value 0.000 which is significant, hence the null hypothesis is rejected.

6.1.3.8 Organizational Culture and Perception About Students

- Table No. 5.36 shows that the correlation is positive and significant, which means that there is a positive correlation between the organizational culture and perception about students.
- Table No. 5.37 reveals that the relation explained between organizational culture and perception about students is 8.0 per cent. Since the relation is low but positive, this means that there is an increase in perception about students for every 0.403 units of organizational culture and this table also shows that the t value is 4.215 and p value 0.000 which is significant, hence the null hypothesis is rejected.

6.1.3.9 Organizational Culture and Job Satisfaction

- Table No. 5.38 shows that the correlation is positive and significant, which means that there is positive correlation between the organizational culture and job satisfaction.
- Table No. 5.39 reveals that the relation explained between organizational culture and job satisfaction is 38.1 per cent. Since the relation is positive, this means that there is an increase in job satisfaction for every 0.753 units of organizational culture and this table also shows that the t value is 11.195 and p value 0.000 which is significant, hence the null hypothesis is rejected.
6.1.4 Objective 3 – To find the effect of demoGraph No.ic features on organizational culture and job satisfaction

6.1.4.1 Effect of Age Group on Organizational Culture and Job Satisfaction

- Table No. 5.40 and Graph No. 5.18 and 5.19 reveal from the mean values that there is high level of organizational culture in the respondents having age group of 41 to 50 years as compared to the other age groups. Similar inference is also observed in the case of job satisfaction.
- Table No. 5.42 reveals from the results of ANOVA that there is no effect of age group on organizational culture and job satisfaction.

6.1.4.2 Effect of Gender on Organizational Culture and Job Satisfaction

- Table No. 5.43 and Graph No. 5.20 reveal from the mean values that there is high level of organizational culture in the female respondents as compared to male respondents. Similar inference is also observed in the case of job satisfaction.
- Table No. 5.45, reveals from the results of T-test that gender has effect on organizational culture. Whereas gender has no effect on job satisfaction.

6.1.4.3 Effect of Marital Status on Organizational Culture and Job Satisfaction

- Table No. 5.46 and Graph No. 5.21 reveal from the mean values that there is high level of organizational culture in the married respondents as compared to unmarried respondents. Similar inference is also observed in the case of job satisfaction.
- Table No. 5.48, shows from the results of T-test that marital status has effect on organizational culture and as well as on job satisfaction.
6.1.4.4 Effect of Employee Status on Organizational Status and Job Satisfaction

- Table No. 5.49 and Graph No. 5.22 reveal from the mean values that there is high level of organizational culture in the permanent respondents as compared to temporary respondents. Similar inference is observed in the case of job satisfaction also.
- Table No. 5.51 shows from the results of T- test that employee status has no effect on organizational culture. Whereas, employee status has effect on job satisfaction.

6.1.4.5 Effect of Designation on Organizational Culture and Job Satisfaction

- Table No. 5.52 and Graph No. 5.23 and 5.24 reveal from the mean values that there is high level of organizational culture in the Assistant Professors as compared to Associate Professors. Similar inference is observed in the case of job satisfaction also.
- Table No. 5.54 shows from the results of T- test that designation has no effect on organizational culture, as well as designation also has no effect on job satisfaction.

6.1.4.6 Effect of Educational Qualification on Organizational Culture and Job Satisfaction

- Table No. 5.55 and Graph No. 5.25 and 5.26 reveal from the mean values that there is high level of organizational culture in the respondents having PG with Ph.D as compared to respondents having other educational qualifications. Similar inference is observed in the case of job satisfaction also.
- Table No. 5.57 shows from the results of ANOVA that educational qualification has no effect on organizational culture. Whereas, educational qualification has effect on job satisfaction.
6.1.4.7 Effect of Working Experience on Organization Culture and Job Satisfaction

- Table No. 5.58 and Graph No. 5.27 and 5.28 reveal from the mean values that there is a high level of organizational culture in the respondents having working experience of 1 to 10 years as compared to other groups. Whereas, inference is drawn that there is high level of job satisfaction in the respondents having working experience of 11 to 20 years as compared to other groups.
- Table No. 5.60 shows from the results of ANOVA that working experience has an effect on organizational culture. Whereas, working experience has no effect on job satisfaction.

6.1.4.8 Effect of Current Monthly Income on Organizational Culture and Job Satisfaction

- Table No. 5.61 and Graph No. 5.29 and 5.30 reveal from the mean values that there is a high level of organizational culture in the respondents having current monthly income between Rs.50,001 and above as compared to other income groups. Similar inference is observed in the case of job satisfaction also.
- Table No. 5.63 shows from the results of ANOVA that current monthly income has no effect on organizational culture. Whereas, current monthly income has an effect on job satisfaction.

6.1.5 Objective 4 – To find the various factors which form the Organizational Culture

- Table No. 5.64 reveals that Bartlett’s Test is .786, which is highly significant (p<0.001) and therefore Factor Analysis is appropriate.
- Table No. 5.65 explains the Total Variance, from where it is clear that the 66.31 per cent of the Variance is explained by the eight components namely Co-operative Attitude (with 12.54 per cent), Optimistic Behaviour (with 9.59 per cent), Development Policies (with 8.86 per cent), Team spirit (with 8.05 per cent), Loyal Aspects (with 7.94 per cent), Up to date sharing of Knowledge
In the Table No. 5.66  Rotated Component Matrix shows the rotated component matrix with the variables and there loadings.

6.2 RECOMMENDATIONS

On the basis of primary data and secondary research (analysis of questionnaires), the following recommendations are recommended:

1. The management should try for open discussion with the staff regarding various options available, which will in turn help the staff to achieve the healthy work-life interaction.

2. To create favourable work conditions for the institution. Guide the employees to communicate effectively, build good interpersonal relations within the institution, in order to have a good environment.

3. To ensure right - sizing strategy within the organization where there is a shortage of employees and train them up appropriately for future positions.

4. About 45 per cent respondents have agreed that their management is not full of bureaucracy. This situation calls that still there is a need for a clear structure, chain of command and coordination mechanism systems to enhance the performance of the employees.

5. The study revealed that about 40 per cent respondents have agreed that their management allows them to involve in decision making process is along with their Directors. So, in order to achieve better performance more involvement of the concerned employees in decision making process would pay good dividend.
6. Feedback on management provides adequate medical facilities to the staff has revealed that around 44 per cent of the teaching staff has agreed, whereas other employees want this facility. Thus there is a need to take effective steps to improve this situation which will have a positive effect on employees performance and profitability.

7. The study revealed that about 40 per cent respondents found the seating arrangement for the students was not inadequate. This situation calls for some remedial steps by the management.

8. About 32 per cent respondents have agreed that they were facing problem in college for want of staff quarters. So the management should provide all the required infrastructural facilities in order to motivate their employees’ welfare.

9. It is pertinent to note that about 33 per cent respondents have agreed that their organizations did not have video conferencing facilities. This aspect needs to be looked after seriously so that the teaching staff can use their knowledge and creative presentations in their lectures which in turn will give them more satisfaction.

10. It is found from the study that only 10 per cent of the respondents have received Ph.D. degree. Therefore, management should motivate its staff for more research degrees so that instead of imparting theoretical or conceptual knowledge to the students through lecture methods, the employees can adopt modern research techniques also.

11. Conscious steps are required to be taken by the management specially in allocating the work load to the teaching staff, as it is revealed from the study that about 49 per cent respondents have agreed that their work load should be less so that they can focus
more effectively and can do justice with their students through their teaching.

12. Job security has been the key component for job satisfaction, so the management of the business schools must maintain a safe environment for working so that the teaching staff does not feel insecure in terms of their service tenure or about any other things.

13. About 49 per cent respondents agreed that they will be getting leave to go abroad for further studies / research work. This indicates that the institutions should assure more faculty development programmes for the employees so that more growth opportunities and advancement in their career are provided in order to bring out their hidden talents.

14. Communication is highly valued by employees in every age group, so the management of the business schools must know the value of being able to communicate effectively with their employees as this directly influences the job satisfaction of the employees.

15. Promotion policy and recruitment policy should be strengthened further to satisfy the employees as well as to attract the skilled employees towards this profession.

16. It is observed from the study that business schools should give clarity about the roles and responsibilities to their employees. More of the staff of the business schools is clear about their roles, more satisfaction they will get. This will also negate any chances of role ambiguity and role expectation conflicts.

17. Management should provide training to all their staff, irrespective of their qualifications and skills, as training brings positive
changes, and enhances employee’s knowledge, skills, behaviour, aptitude and attitude towards the requirements of their jobs in the business schools.

18. Fairness as perceived by the employees is very important for rewards, so management should compensate the teaching staff on fair basis which will attract, and motivate professionals. Ultimately the staff will move towards the high level of job satisfaction and will be available for future challenges in the organization.

19. Motivation is a key factor in reducing job stress among the employees, so motivation should be encouraged. For the employees who are highly motivated will feel happier and will be willing more to work for the organization.

20. As the study revealed that about 44 per cent respondents were satisfied with their Directors’ behavior. So still there is a need for the Directors’ behavior of the business schools should be biasfree and should empower the employees, believe in their ability and give them the support they need to achieve organizational goals by providing freedom to their staff in deciding how to achieve the required results through innovation, decisiveness, and action.

21. The management of business schools should consider formulating a compensation policy, health and insurance policy, as well as retirement policy which is justified according to the job responsibility and designation of the employees so that they will be satisfied with their jobs.

22. Every individual has his different culture and beliefs that he works with and when he joins an organization that has a completely different culture and beliefs from his own, he should
be allowed to internalize himself first with the organization’s culture and values so that he can cope up with them.

23. In case where an organizational culture must be changed, employees must first of all be notified and should know that the old culture is being changed and that should not affect their performances.

24. Organizational culture must be a binding on all the teaching staff of the institutions as this will encourage uniformity among them and thus will enhance the commitment and group efficiency.

25. Job satisfaction and productivity are very much related and linked to each other. Increase in production cannot be achieved both in quality and quantity unless the performers are satisfied. Redresses of employees concern are a routine process and hence it should be reviewed periodically.

26. More opportunities for promotion chances for the talented employees should be increased in the institutions.

27. In order to establish the relative importance of the culture construct, it is necessary to continue investigations on the effects of organizational culture on the objectives of organizational performance, productivity, and the effectiveness of changed programs. Therefore, large-scale multi organizational studies are needed.

28. Many organizations just carry out appraisal of employees’ satisfaction but do not pay attention to the role of monitoring. So the management must follow justified monitoring methods for improving employee's satisfaction. It is also necessary to built up sound solutions to improve satisfaction based on experiences gathered.
6.3 FUTURE SCOPE FOR RESEARCH

Following are the areas which can be studied by other researchers:

1. A study of the relationship between faculty satisfaction and students’ satisfaction in educational institutions can be of great importance to attract students in this era of growing competition.

2. It is suggested that for future research a proportionate stratified random sample can be used to compare several public sector institutions using a larger sample.

3. This study considered only few facets of Job Satisfaction like Management Support, Working Environment, Educational Instruments, Job Related Aspects, Motivational Aspects, Perception about AICTE & University, Perception about Directors, and Perception about Students. There may be other factors that may affect job satisfaction level which may not have been included in this research, can be used for further researches.