CHAPTER - 6

SUMMARY, CONCLUSIONS AND
SUGGESTIONS FOR FURTHER RESEARCH
6.1 SUMMARY:

The present study was undertaken with the main objective of understanding the Job Performance of First-Line Supervisors in relation to Organizational Commitment, Organizational Climate, Age and Education in industrial organization.

The following hypotheses were formulated and tested. And inferences were drawn.

\( H_{a1} \) : Job Performance of the First-Line Supervisors is significantly correlated with Organizational Commitment.

\( H_{a2} \) : Job Performance of the First-Line Supervisors is significantly correlated with Organizational Climate.

\( H_{a3} \) : High Job Performance group of First-Line Supervisors is significantly correlated with the corresponding Organizational Commitment.
$\text{Ha}_1$: Low Job Performance group of First-Line Supervisors is significantly correlated with the corresponding Organizational Commitment.

$\text{Ha}_2$: High Job Performance group of First-Line Supervisors is significantly correlated with the corresponding Organizational Climate.

$\text{Ha}_3$: Low Job Performance group of First-Line Supervisors is significantly correlated with the corresponding Organizational Climate.

$\text{Ha}_4$: Organizational Commitment of the First-Line Supervisors is significantly correlated with Organizational Climate.

$\text{Ha}_5$: Joint effect of Organizational Commitment and perception of overall Organizational Climate on Job Performance of First-Line Supervisors is significant.
Ha_1: Joint effect of corresponding Organizational Commitment and perception of overall Organizational Climate on high Job Performance of First-Line Supervisors is significant.

Ha_10: Joint effect of the corresponding Organizational Commitment and perception of overall Organizational Climate of First-Line Supervisors is significant.

Ha_11: First-Line Supervisors differ significantly in their perception of Organizational Climate dimensions in high Job Performance group.

Ha_12: First-Line Supervisors differ significantly in their perception of Organizational Climate dimensions in low Job Performance group.

Ha_13: First-Line Supervisors differ significantly in low Job Performance group, low Organizational Commitment group, high Job Performance group and high Organizational Commitment group.
Ha_{14}: First-Line Supervisors differ significantly in low Job Performance group, high Job Performance group, perception of low overall Organizational Climate group and perception of high overall Organizational Climate group.

Ha_{15}: The group of First-Line Supervisors with high perception of Organizational Climate dimensions differs significantly from the group with low perception of Organizational Climate dimensions.

Ha_{16}: Job Performance of the First-Line Supervisors is not significantly correlated with Age.

Ha_{17}: Job Performance of the First-Line Supervisors is not significantly correlated with Education.

The total sample selected for this study consists of 462 First-Line Supervisors from different engineering industrial organizations, located in Hubli-Dharwad, Harihar and Belgaum in Karnataka State, India. The age ranged from 21 years to 59 years. And the average age was 36.31 years.
The following measures were used to collect data:

(1) M.C. Agarwal's (1979): First-Line Supervisors Job Performance Rating Scale.


(3) Litwin and Stringer's (1968, Form B) : Organizational Climate Questionnaire.

(4) The personal data sheet has been used to collect information regarding Name, Age, Education, Name of the organization and other particulars.

The respondents of the study were contacted personally in their industrial organizations in two different sessions. In the first session, the First-Line Supervisors were asked to respond to the Organizational Commitment Questionnaire and Organizational Climate Questionnaire along with their bio-data in the personal Data Sheet. In the second session; the immediate supervisors of the First-Line Supervisors were asked to respond regarding their First-Line Supervisor's Job Performance ratings.
The responses obtained by three questionnaires were scrutinized and coded, and then computer scoring was done as per the available scoring keys. The obtained raw scores were transformed into Standard scores. On the basis of the information collected through the bio-data sheet; the scores for Age and Education were determined. The scores were derived by giving weightages and then the scores transformed into Standard scores.

**Simple correlation is applied** : to study the Job Performance of the First-Line Supervisors in relation to Organizational Commitment, Organizational Climate, Age and Education.

**Multiple Regression is applied** : to study the joint effect of Organizational Commitment and Organizational Climate on Job Performance of the First-Line Supervisors.

**One-way Analysis of Variance (ANOVA) is applied** : to study the significant differences between high and low Job Performance groups of the First-Line Supervisors in relation to Organizational Commitment and Organizational Climate.

**'t'-test is applied** : to make a comparison between high and low groups of Organizational Climate dimensions in high and low Job Performance groups of the First-Line Supervisors.
The scores are presented in Tables and also represented graphically. Frequency distribution of Job Performance, high Job Performance, low Job Performance, Organizational Commitment and Organizational Climate curves for the First-Line Supervisors groups are represented.

The obtained correlation 'r'-values reveal the fact that the Job Performance of the First-Line Supervisors is significantly correlated with the two variables: Organizational Commitment and Organizational Climate.

The obtained $R^2$ and F-values in Multiple Regression analysis indicate that the two predictor variables: Organizational Commitment and perception of overall Organizational Climate; when put together, turned out to be significant contributors to Job Performance of the First-Line Supervisors.

The obtained F-values in one-way Analysis of variance (ANOVA) reveal the fact that, the First-Line Supervisors differ significantly in their perception of Organizational Climate dimensions in high Job Performance group and in low Job Performance group.
The obtained 't'-values reveal significant mean differences between high Organizational Climate dimensions and low Organizational Climate dimensions of the First-Line Supervisors.

6.2 CONCLUSIONS:

On the basis of the obtained facts and their discussions, the following conclusions are arrived at.

The correlation coefficient values between Job Performance and Organizational Commitment variables are found to be positive and very highly significant. Therefore, the Organizational Commitment of First-Line Supervisors is associated with Job Performance of the First-Line Supervisors.

The correlation coefficient of Job Performance of the First-Line Supervisors with seven Organizational Climate dimensions, namely: Structure (D1); Responsibility (D2); Reward (D3); Warmth (D5); Support (D6); Standard (D7) and Identity (D9) are positive and very highly significantly correlated.

The correlation coefficient of Job Performance of First-Line Supervisors with Organizational Climate dimensions, namely: Risk (D4) and Conflict (D8) are not significantly correlated.
The correlation between the Job Performance of First-Line Supervisors with overall Organizational Climate is positive and very highly significant. The perception of seven Organizational Climate dimensions of the First-Line Supervisors are also associated with Job Performance of the First-Line Supervisors.

The high Job Performance group of First-Line Supervisors is positively and very highly significantly correlated with the corresponding Organizational Commitment. The present study reveals that; higher the Organizational Commitment, higher is the Job Performance of First-Line Supervisors. It implies that there is a positive association between high Job Performance and high Organizational Commitment.

The low Job Performance group of First-Line Supervisors is positively and very highly significantly correlated with the corresponding Organizational Commitment. Therefore, it indicates that; the lower the Organizational Commitment, lower is the Job Performance of First-Line Supervisors.

The correlation coefficient of high Job Performance group of First-Line Supervisors with overall the corresponding perception of Organizational Climate of First-Line Supervisors is positive and very highly significant. The Job Performance of the high Job
Performance group of the First-Line Supervisors is strongly related to perception of overall Organizational Climate.

The correlation coefficient of low Job Performance of First-Line Supervisors group with the corresponding overall perception of Organizational Climate is positive and very highly significant. Therefore, it indicates that low Organizational Climate is associated with low Job Performance of the First-Line Supervisors.

The Organizational Commitment and perception of overall Organizational Climate of First-Line Supervisors are positively and very highly significantly correlated. Therefore, it indicates that there is a strong association between Organizational Commitment and perception of Organizational Climate. Higher the perception of Organizational Climate; greater is the Organizational Commitment.

The Multiple Regression Analysis of the two predictor variables: Organizational Commitment and perception of Organizational Climate; when put together, turned out be significant contributors to Job Performance of the First-Line Supervisors.

The perception of Organizational Climate dimensions of the First-Line Supervisors in high Job Performance group differs
significantly among the Organizational Climate dimensions: Structure (D1); Responsibility (D2); Reward (D3); Risk (D4); Warmth (D5), Support (D6); Standard (D7); Conflict (D8) and Identity (D9) of the First-Line Supervisors in high Job Performance group. There is no homogeneity among these First-Line Supervisors regarding perception of Organizational Climate dimensions in high Job Performance group. Higher F-ratio, the more does it contribute to group difference.

The mean scores of high dimensions are higher in all the nine Organizational Climate dimensions than the mean scores of low dimensions of all the low Organizational Climate dimensions of the First-Line Supervisors.

Significant mean differences are found between high Organizational Climate dimension (HD) and low Organizational Climate dimensions (LD) of the First-Line Supervisors, in terms of 't' values; namely: Standard (D7); Reward (D3); Responsibility (D2); Warmth (D5); Structure (D1); Identity (D9) and Support (D6) are very highly significant.

No significant mean difference is observed between high and low Organizational Climate dimensions of Conflict (D8) and Risk (D4).
The correlation coefficient values between Age and Job Performance of the First-Line Supervisors are found to be positive but not significant.

The correlation coefficient values between Education and Job Performance of the First-Line Supervisors are found to be positive but not significant.

Theoretically the findings are expected to enrich the existing knowledge regarding the Job Performance of the First-Line Supervisors. The findings are useful in vocational guidance, personnel selection and human resource management as well as helping individuals in their work performance.

6.3 SUGGESTIONS FOR FURTHER RESEARCH:

The findings of the present investigation suggest number of 'Research Problems' for further research. Of them, the following may be considered as more important.

1. The relationship between work values and Job Performance of the First-Line Supervisors.
2. The relationship between informal groups and Job Performance of the First-Line Supervisors.

3. Study of Job Performance in relation to interest patterns, aptitudes, and personal needs.

4. The studies may be conducted to know the relationship between life values and Job Performance.

5. The relationship between union commitment and Job Performance.