CHAPTER VI

SUMMARY OF FINDINGS AND SUGGESTIONS

The preceding chapters covered the introduction and background relating to auto component manufacturing industry, review of literature related to organizational climate followed by its factors and employee commitment, objective of this research, analysis on factors influencing organizational climate based on the factors which influence employee commitment. The present research is carried out to analyse the employees’ impact of organizational climate on employee commitment. The results are derived from the data of 525 responses from auto component manufacturing industry in and around Chennai. In this final chapter, how the organizational climate influence employee commitment on auto component manufacturing industry are presented and discussed. The processing and the analysis of the data were done with the help of SPSS software package. The statistical tools applied in the study were percentage Analysis, ‘t ’Test, Cluster Analysis, Factor Analysis, Chi-Square Test, One Way Analysis, Correlation Analysis and Regression Analysis. After carrying out these analyses, the researcher found the findings and summarized in this chapter to draw specific inferences and suggestions.

FINDINGS OF THE STUDY

FINDINGS PERTAINING TO OBJECTIVE I

- The demographic profile of the employees is analyzed using the percentage analysis. The percentage analysis shows that male respondents in auto component manufacturing industry are 94.5percentage and female respondents are 5.5percentage. 40.2percentage are in the age group between 26-35 years, 44.4 percentage of the
employees are ITI and Diploma holders, 72.2% percentage of the employees are married.

- The study reveals that 48.2 percentage are designated as Middle level executives, 41.9 percentage of the employees have less than 5 years of experience and 33.9 percentage of the employees earn monthly pay between Rs.15,000 – Rs.25,000 in auto component manufacturing industry.

- In this study 79.2 percentage of the employees felt that the management agreed and accepted the autonomous decision taken by the top level executives, 54.9 percentage of the employees shared their opinion with the Department Heads, 86.5 percentage of the employees accepted that there is systematic performance evaluation system, 54.1 percentage of the employees feel happy that their creative ideas for innovation is encouraged.

- It is found that 87.2 percentage of the employees feel they are recognized for their job performance. 49 percentage of the employees accept their auto component manufacturing industry encouraged them to participate in the welfare suggestions. 79.4 percentage of the employees accept that their organizations conducted reward mechanism. 68.4 percentage of the employees updated their technical knowledge by attending workshops and training and 53.3 percentage of the employees feel that there is pressure to complete their task sometimes.
• Employees perception about organizational climate are classified into eleven factors namely, Autonomy, Goal Clarity, Innovation, Supervisory Support, Working environment, Rewards, Performance Feedback, Welfare, Involvement, Leadership and Interpersonal Relationship.

• Application of parametric t-test on eleven factors revealed that employees in auto component manufacturing industry are highly satisfied with their autonomy to work, excellent supervisory support and goal clarity which enhanced the job effectiveness.

• It is revealed that the employees are highly satisfied that their innovative ideas are recognized by the organization. The employees are satisfied with understanding, good relationship, confidence, encouragement from the supervisory task. They also moderately agree that the flexi working hours, and the environment are conducive in the auto component manufacturing industry.

• The application of the parametric t-test on employees rewards and performance feedback also revealed that the employees are moderately satisfied with monetary benefits, multi- talent oriented, intelligence, kinds of rewards, evaluation system, various measures regarding performance feedback, transparency and bias free approach in an auto component manufacturing industry.
The employees are moderately satisfied towards their companies welfare activities such as employee care, attention to the employees, family care, and statutory policies about welfare measures. They are also moderately satisfied with the employee high involvement, decision making, positive thoughts about employee and information sharing with their employees.

The employees are also moderately satisfied with leadership style and interpersonal relationship, friendly atmosphere with leaders, team encouragement, encouragement of new ideas, interpersonal relationship with superior, easy accessibility, proper guidance from superiors, and smooth relationship with co-workers.

Concerned to organizational commitment, it is revealed that employees are moderately satisfied to spend their rest of the career with the organization. They feel that they are emotionally attached with the organization. They also treat the problems of organization as their own problem. They feel guilty to leave the organization. They also feel that the organization deserves the employee loyalty.

The perception of the employees about auto component manufacturing industry towards the organization climate has been examined. Cluster Analysis revealed three categories of employees namely (1) Improvement seekers (2) Unambitious employees and (3) Optimistic employees. It is found that 46.6% of the respondents are improvement seekers, 44.7% of the respondents are unambitious employees and 8.5% of the respondents are optimistic employees.
FINDINGS PERTAINING TO OBJECTIVE II

- Principal component method of factor analysis revealed that the employee commitment level, comprises of three commitment factors namely, Affective commitment, Continuance Commitment and Normative Commitment.

- Factor analysis inferred that affective commitment employees are emotionally attached with the organization and they feel they are part of the organization. They show good enthusiasm to discharge the duties. They also show transcendental approach to solve the problems with organization.

- In the dimension of the continuance commitment the employees are willing to stay in the organization and they want to sustain their membership for the work experience, friendly atmosphere and retirement benefits. They are also ready to give up their job if they get better opportunity.

- The normative commitment employees have moral values about their organization. They are easily accessible in the organization and friendly with co-workers. They also complete the work within the stipulated time frame.

- The predominant clusters from employee commitment are classified as three categories such as Detached Employees, Committed Employees and Elevation Seekers. Detached employees are moderately committed
to the organization, employees who are highly committed are **Committed Employees** and employees who are less committed are **Elevation Seekers**.

**FINDINGS PERTAINING TO OBJECTIVE III**

- Linear Multiple Regression analysis revealed that there is a relationship between organizational climate factors and affective commitment. The study invoked **goal clarity** and **innovation** are the two organizational climatic factors influencing affective commitment.

- Regression analysis revealed that **autonomy** and **interpersonal relationship** are the two organizational climate factors which induced continuance commitment in the auto component manufacturing industry. Whereas **goal clarity, rewards** and **involvement** are the organizational climate factors influencing normative commitment in the industry.

- The researcher identified organizational climate variable based on the rank and beta value on the factor of employee commitment. Regression analysis revealed that rank order such as **goal clarity, innovation, rewards, involvement, autonomy, interpersonal relationship** are the most significant predictors of organization which enhanced the employee commitment in the auto component manufacturing industry.
FINDINGS PERTAINING TO OBJECTIVE IV

- Cross tab analysis with organizational climate and demographic variables revealed that 94.3% of improvement seekers are found to be male employees 41.6% are found in the age group between 25-35 years, followed by 73.9% of the improvement seekers are married. Most of the improvement seekers are found to be middle level managers 48.2% followed by 41.2% of them have below 5 years of experience and 35.7% of employees are unambitious employees and they fall under the monthly income between Rs.25,000- Rs.35,000.

- The study identified that 88.2% of improvement seekers agreed that the organizations conducted performance appraisal. 70.6% of them are optimistic employees who have a feel that their innovative ideas and outcomes are encouraged 90.6% of improvement seekers are recognized by the auto component manufacturing industry for the creative ideas in the working place and 64.5% of them have given welfare suggestion that are always accepted in this industry and 89.4% of optimistic employees agreed that there is a reward mechanism in the auto component manufacturing industry.

- 67.3% of improvement seekers have updated their technical knowledge through attending the workshops and training provided by the industry. In an organizational climate variable it is found that 61.6% of improvement seekers have felt that there is job pressure sometimes to complete the work within the particular time and there is a deep association between income and the organizational climatic factors. Also, there is a deep association between organizational variables and organizational climatic factors such as independent decision, opinion
sharing, employee innovation, and recognition, welfare and reward mechanism and job pressure.

- There is no deep association between demographic variables as well as organizational variables with organizational climate factors such as gender, age, marital status, the designation, experience, performance appraisal and technical knowledge.

- 97.5% of detached employees are male and 47.1% of them come under the age group between 25-35 years. 46.3% of the detached employees have completed their ITI/Diploma degree followed by 84.3% of the employees are married in the auto component manufacturing industry.

- 52.4% elevation seekers are working as middle level managers followed by 51.4% of committed employees are having below 5 years of experience. 36.2% of employees come under the monthly income group between Rs.15,000- Rs.25,000.

- 90.9% detached employees are taking their own decision without their higher officials’ involvement in their working place. 91.7% of them are motivated by the performance appraisal and 45.5% of the elevation seekers are enhanced by their new innovative ideas. 93.4% of detached employees are working based on their recognition given by the industry.
Most of the detached employees (53.2%) have given the suggestion related to welfare activities and 83.5% of the employees are encouraged through the reward mechanism and 69.4% of the detached employees have updated their knowledge through their workshops and training and 42.9% of committed employees felt that there is a job pressure to complete their work sometimes.

Demographic variables and employee’s commitment have a deep association with married employees, education, and experience. There is also a deep association between organizational variables and commitment such as independent decision, performance appraisal, employee innovation and recognition, reward mechanism, job pressure and welfare activities. This makes the employees to commit highly in the auto component manufacturing industry.

One way analysis revealed that there is no association between personal variables and employee commitment such as gender, age, designation, income, there is also no association between organizational variables and employee commitment on opinion sharing and technical knowledge.

Employees between the age of 26-35 years are affectively committed in this industry followed by supervisors support and rewards which are the predominant factors of organizational climate that motivates the employees especially ITI/Diploma holders in the industry. Married employees highly agreed for the supervisors support in their workplace and they are affective, continuance and normative committed in the auto component manufacturing industry.
• Middle level managers agreed more for supervisors support than the other level executives and they are continuously committed in the industry. The employees having 0-5 years of experience accepted that there is autonomy and interpersonal relationship in the auto component manufacturing industry and they are highly committed in affective, continuance and normative and Finally, the study found employees whose income between Rs.15,000 - Rs.25,000 and Rs.25,000-Rs.50,000 were motivated by autonomy, goal clarity, innovation, supervisory support, working environment, rewards, performance appraisal, welfare, involvement and interpersonal relationship.

SUGGESTIONS

• Auto component manufacturing industry is conservatively male dominant. Auto component manufacturing industry previously hired woman to do menial jobs. It is suggested that qualified female graduates can enhance the performance and production.

• It is highly advantageous for the auto component industry giving it a win-win situation, by offering jobs for the Engineering Professional to assist the ITI/Diploma holders to get a better product output.

• Workshops, Seminars and Conferences should be conducted at regular intervals, for the betterment of the employees and their productivity in the auto component manufacturing industry.

• Performance feedback should be collected from the superiors and supervisors on standard criteria at regular intervals which help to enhance
the skill and knowledge of the employees.

- Leadership is a prime factor in influencing organizational climate. It is suggested that, leaders in an auto component manufacturing industry should be outgoing, friendly and maintain good relationship with employees to fulfill organizational outcomes. Leaders should ensure his employee comfortless by conducting regular meetings, discussion, team outing and rewards, which is a way of motivation and encouragement for employees resulting is lesser attrition rate and better performance.

- Working environment should be conducive and flexible, allowing employees to be proactive, creative and innovative. I suggest that working environment in an auto component manufacturing industry to be dis stressful, concentrate on engaging employees in a better way, friendly and lead to a win-win situation in terms of achieving organization goal and attaining experience and knowledge.

- An employee commitment is influenced by many factors of which welfare measure plays a vital role. Welfare measures such as insurance coverage for him and his family, medical facilities, monetary or job compensation at times of mortality are suggested for employee retention, commitment and better performance.

- The Indian Government has to bring the auto component manufacturing industry into the preview of Indian Labour laws. These industries should be forced to function according to the Indian Labour Laws