Chapter V
DISCUSSION AND CONCLUSIONS

The main findings of the present research are: (1) subject working under healthy organizational culture and poor organizational culture differ with respect to their need satisfaction; (2) dependent prone and independent prone subjects do not differ with respect to their need satisfaction; (3) rigid and flexible subjects do not differ with respect to their need satisfaction; (4) There is no interactional effect of organizational culture and dependence proneness on degree of need satisfaction; (5) there is an interactional effect of organizational culture and rigidity flexibility on the degree of need satisfaction; (6) there is an interactional effect of dependence proneness and rigidity flexibility on the degree of need-satisfaction and (7) there is no interactional effect among organizational culture, dependence proneness and rigidity-flexibility on the degree of need-satisfaction.

The first finding of the present study, i.e. subject working under healthy and poor organizational cultures differ with respect to their need-satisfaction, is too obvious to explain. This finding of the present research is what the researcher expect it. Numerous studies have shown that organizational culture influences need satisfaction or job satisfaction. It has been observed that employees differ with respect to their job-satisfaction depending on whether organizational climate of any organization is democratic or is autocratic. Kumar and Bohra (1979), for instance, have demonstrated that employees who perceived the
organizational climate as democratic, they reported higher job satisfaction than those employees who perceived organizational climate as autocratic.

Instead of using the terms healthy and poor culture, Wiener (1988) has used the terms strong culture and weak culture. According to Wiener (1988) a strong culture is characterised by the organizations core values being both intensely held and widely shared. The more members accept the core values and greater they are committed to those values, the stronger will be the culture. He has argued that strong culture has greater influence on the behaviour of its members than a weak culture. The first finding of our research provides empirical support to the viewpoint expressed by Wiener. Moreover the author of the present research firmly believes that healthy organizational culture is one in which (1) employees interact with each other, use common language; (2) standards of behaviour exists; (3) employees share major values advocated by the organization; (4) there are clearcut policies to deal with employees and customers; (5) rules of the organization are strictly adhered to and (6) there is a democratic atmosphere in the organization. A poor organizational culture, on the other hand, is one which has opposite characteristics of a healthy organizational culture as mentioned above. In view of these contrasting characteristics of healthy and poor organizational cultures, it is reasonable and logical to assume that employees working under healthy organisational culture are likely to be more satisfied than those who are working under poor organizational
culture. The first finding of our research provides empirical evidence to this assumption. The first finding of the present research i.e. organizational culture has significant effect on need satisfaction, received indirect support from numerous researchers. It has been demonstrated by large number of investigators that there is negative correlation between organizational climate and need-satisfaction. In other words it has been shown that when needs are deprived of, the perception of organizational climate becomes negative (Subha & Anantharaman, 1981; Sen, 1981; Rajendran, 1987; Srivastava, 1994; Petty et al, 1995).

Srivastava & Pratap (1984) reported a significant positive relationship between the overall organizational climate and job satisfaction. Job satisfaction was also found related to various individual dimensions of organizational climate such as leadership, communication, interaction influence in decision making, goal-setting and control.

Spector (1982), (1986), observed that autonomy and participation are positively related to general satisfaction and satisfaction with work, pay, supervision, co-workers, promotion, and growth. In one of their studies Weatherly & Beach (1998) found that the greater the difference between S's assessments of an organization's culture as they perceived it to be now and as they thought it actually ought to be, the less satisfied they reported themselves to be with their jobs. Most recently Patel (1999) reported that employees of nationalized bank exhibited higher job satisfaction than employees of co-operative
bank. These findings, obtained by numerous researchers, are in agreement either directly or indirectly with the first finding of the present study.

A survey of literature has revealed that three models have been developed to explain the relationship between job perception and job satisfaction. First model, based on job characteristics theory and developed by Hackman and Lawler (1971), asserts that job perception leads to job satisfaction. Second model based on social information theory and developed by Salanick and Pfeffer (1978), on the other hand, advocates that job satisfaction leads to job perception. Third model specifies a reciprocal relationship between perception and satisfaction was developed by Mathien, Hofman and Farr (1993). The first finding of the present research fits in the third model. Our finding under discussion provides empirical support to this model of job satisfaction.

The second finding of the present study i.e. independent and dependent prone subjects do not differ with respect to their need satisfaction, is not in expected direction. Keeping in view of the personality characteristics of dependent prone individuals it was assumed that dependent prone subjects would show greater need satisfaction than independent subjects. As mentioned elsewhere dependence proneness is a motivational habit of over dependence on others in situations in which dependence is not necessarily called for. It is a tendency or an inner inclination to run to others without exhausting
one's own resources. It may express itself in one or more ways such as (a) to seek support, advice, and/or order from others, (b) to confide with others uncritically, (c) desires to be encouraged, helped and/or protected by others. Negatively, it may be recognised in behaviours and inclination such as (a) lacking initiative(b) lacking independent judgement or weak judgement, (c) try to avoid risk taking behaviour(d) having an escape behaviour, (e) discouraged easily and (f) refusing or displacing responsibility for an unfavourable outcome. Moreover it has been, found that a dependence prone person is likely to be suggestible (Jakubezak & Walters, 1959) conforming (Garai, 1960), passive (League & Jackson, 1961), weak in judgement and self-concept (Elliot, 1960). Individuals having these characteristics are likely to perceive greater need satisfaction as compared to those who do not have these characteristics. The second finding of the present research does not confirm this assumption.

Though dependent prone and Independent subjects do not differ significantly, there is however a trend showing greater need satisfaction among dependent prone subjects than among independent subjects. This trend is not statistically significant but provides confirmation, though a weak one, to our assumption. Looking at the data of our research it may be extracted that if the study is carried out on much larger sample the existing trend may become statistically significant. However at present no convincing explanation maybe
provided except that the present finding is in consonance with the findings obtained by Singh & Sengupta (1997). These researchers administered Sinha's (1968) dependence proneness scale on Indian students studying at Indian Institute of Management of Calcutta with the objective to examine the dependence proneness of these subjects. They found that their subjects have initiativeness and independent decision making behavioural patterns. Thus the second finding of the present research leaves no option except to assume that the sample of the present study might not be fairly categorized into dependent prone and independent subjects.

The third finding of the present research i.e. Rigid and flexible subjects do not differ with respect to need satisfaction, is not consistent with the existing findings (Pritichard and Karasick, 1973; Deepa, 1996). Pritichard and Karasick (1973) reported a positive corelration between flexibility and job-satisfaction. Where as Deepa (1996) found lower satisfaction among rigid group. Turning our attention to Table II C, it may be observed that rigid group of subject obtained slightly higher mean score on need-satisfaction scale than their counterpart flexible group of subjects. Though the difference is not statistically significant, there is, however, a trend to the effect that rigid subjects are more satisfied than flexible subject. This trend of the present research is contrary to what other researchers have found. However this trend throws a light on new personality dimension of rigid subjects. We believe rigid subjects are insecure individuals (Ramamurti and
Gnanakannan, 1972) and therefore they are more likely to be satisfied easily with smallest amount of incentive. This assumption is fully endorsed by existing trend of the present research. This trend motivates the authors of the present research to undertake a more comprehensive study in this area of knowledge using a much larger sample of subjects so that a new theoretical framework may be worked out.

Turning our attention to other findings of the present research, to find that two interactional effects i.e. interaction between organizational culture and dependence proneness, and among organizational culture, dependence proneness and rigidity flexibility are insignificant, whereas interaction between organizational culture and rigidity-flexibility, and interaction between dependence proneness and rigidity flexibility are significant.

The first insignificant interactional effect of organizational culture and dependence proneness suggests that the need-satisfaction scores under healthy and poor organizational culture are independent of dependence proneness -- independent proneness of the subjects. The findings reveals that though organizational culture influences the degree of need-satisfaction in a significant way when considered separately but when it is combined with dependence proneness, its interaction becomes insignificant.

Similarly the second insignificant interactional effect of organizational culture, dependence proneness and rigidity-flexibility
makes it crystal clear that need-satisfaction score under healthy and poor culture are independent of dependence proneness and rigidity-flexibility of the subjects. The finding leads us to conclude that though organizational culture influences degree of need satisfaction in a significant way when considered separately, but when it is combined with dependence proneness and rigidity flexibility, its interaction becomes insignificant.

So far as significant interactional effect of organizational culture and rigidity-flexibility is concerned, it suggests that the need satisfaction scores under healthy and poor culture are not independent of the personality dimensions i.e. rigid flexible, of the subjects rather than need-satisfaction scores of the subjects are the product of the organizational culture and rigidity flexibility.

Similarly second significant interactional effect of dependence-proneness and rigidity flexibility suggests that the need satisfaction scores of dependent prone and independent prone subjects are not independent of their rigidity flexibility type rather the need satisfaction score of the subjects are the product of dependence proneness and rigidity flexibility.

The overall findings of the present research revealed that among three independent variables namely organizational culture, dependence - proneness, and rigidity flexibility, only organizational culture was found to have an influence on need satisfaction of employees.
So far as impact of organizational culture is concerned it is well documented that organization culture has a strong influence on employee's behaviour. It has been shown that employees develop subjective perception of the organization based on such factors as degree of group emphasis, support of people, risk tolerance, and management's willingness to tolerate conflict. This overall perception in fact constitute what we called organization's culture. Thus employee's satisfaction or dissatisfaction depends to a larger extent whether they have formed favourable or unfavourable perceptions of the organization. According to Hellriegel and Slocum (1974) there is strong relationship between culture and satisfaction but this relationship is moderated by individual differences. It has been demonstrated that there will be highest satisfaction if there is congruence between employee's needs and culture for instance if employees have a high need for achievement and autonomy, they will derive maximum satisfaction in those organisations which emphasize individual tasks, have loose supervision and reward people for high achievement. The entire phenomena occurs as in Figure 1.5.

The subjects of the present study who were having favourable perception of the organization were found satisfied whereas those having unfavourable perception of their organizational culture were found dissatisfied. However the influence of organizational culture on need satisfaction was moderated by individual differences in the dimension of dependence proneness and rigidity flexibility. Our conclusion, therefore,
Fig. 1.5 How organizational culture affects satisfaction
is that job satisfaction often varies as a result of employee's perception of the organization culture.

The findings of the present research do not show any differential effect of dependence proneness and rigidity-flexibility on need satisfaction. However these personality variables may play crucial role in cultivating a ground for a change in an organization's culture.

As a matter of fact once an organization is well established its dominant culture too becomes stable and permanent. In other words strong cultures are particularly resistant to change because employees of that organization become so committed to them. However if a given culture, overtime, becomes inappropriate to an organization and a handicap to management, there may be little that management can do to change it.

In such situations the management is confronted with the critical question what would those favourable conditions be that might facilitate changing a culture? Kilmann, Saxton, Serpa (1985) have cited evidence to the effect that cultural change is most likely to occur when four conditions namely dramatic crises, turnover in leadership, young and small organization, and weak culture exist. However in the light of the findings of the present research it is suggested that fifth condition namely personality variables (i.e. dependence proneness and rigidity-flexibility) may also be included. We firmly believe that dependence proneness and rigidity-flexibility may also facilitate a change in culture.
whenever such a change is required in any organization. This contention is based on the personality characteristics of dependent-independent prone individuals as well as personality characteristics of rigid and flexible individuals. The personality characteristics of dependent-independent and rigid-flexible individuals as mentioned in chapter I, lead us to suggest that management of the organization should take care of personality traits of the employees at the time of personal selection. More specifically it is suggested that only those employees should be selected who are independent prone and flexible. This task may easily be accomplished by administering certain personality test at the time of selection. By selecting independent prone and flexible employees, we believe it would become easier for the management to bring out a change in culture whenever it is required for the welfare of the organization.