INFLUENCE OF ORGANIZATIONAL CULTURE, DEPENDENCE PRONENESS AND RIGIDITY-FLEXIBILITY ON NEED-SATISFACTION

The present study was undertaken to investigate the influence of organizational culture, dependence proneness and rigidity-flexibility on need-satisfaction. More specifically the objective of the present investigation is to answer the following question.

1. Does organizational culture influence need-satisfaction?
2. Does dependence-proneness influence need-satisfaction?
3. Does rigidity flexibility influence need satisfaction?
4. Is there any interactional effect of organizational culture and dependence proneness on need satisfaction?
5. Is there any interactional effect of organizational culture and rigidity-flexibility on need-satisfaction?
6. Is there any interactional effect of dependence proneness and rigidity-flexibility on need-satisfaction?
7. Is there any interactional effect of organizational culture, dependence proneness and rigidity-flexibility on need-satisfaction.

In order to answer the above questions, a 2x2x2 factorial design, in which two personality variables (i.e. dependence proneness and rigidity-flexibility) and one environmental variable (i.e. organizational culture) each varying in two ways was used in the present study. The two values of one personality variable i.e. rigidity-flexibility were (a) rigid and (b) flexible and the two values of dependence-
proneness were (a) dependent prone and (b) independent. The organizational culture was varied in two ways by having (a) healthy culture and (b) poor culture. Thus there were eight groups of subjects. There were forty subjects in each group. The eight groups are given below.

1. Rigid dependent prone under healthy organizational culture.
2. Rigid dependent prone under poor organizational culture.
3. Rigid independent under healthy organizational culture.
4. Rigid independent under poor organizational culture.
5. Flexible dependent prone under healthy organizational culture.
6. Flexible dependent prone under poor organizational culture.
7. Flexible independent prone under healthy organizational culture.
8. Flexible independent prone under poor organizational culture.

In order to form above mentioned eight groups of subjects Hindi version of G.S.R. (Gaugh-Sanford Rigidity) Scale (1952) was administered on 600 bank employees who were selected randomly from different nationalized banks of Gorakhpur.

On the basis of their scores on Hindi version of G.S.R. scale, two groups namely rigid and flexible were formed. The subjects whose scores on G.S.R. scale fell on or above median were considered as rigid subjects. The subjects whose scores on the G.S.R. scale fell on or below median were considered as flexible subjects.
Organisational culture scale (OCS) was then administered on the two groups just formed. In each group, the subjects whose scores on organizational culture scale (OCS) fell on or below median were categorised as working under poor culture and the subjects whose scores fell on or above median were categorised as working under healthy culture. In this way four groups were formed namely rigid healthy organizational culture, rigid poor organizational culture, flexible healthy organizational culture, and flexible poor organizational culture.

Dependence proneness scale (D.P.S.) developed by Sinha (1968) was administered on each of the four groups just formed. The subjects whose scores fell on or above median were considered as dependent prone subjects and the subjects whose scores fell on or below median were considered as independent subjects. On the basis of their scores on Dependence Proneness Scales (D.P.S.) each groups were subdivided into two groups to form eight groups. Thus eight groups namely rigid dependent prone under healthy organizational culture, rigid dependent prone under poor organizational culture, rigid independent under healthy organizational culture, rigid independent under poor organizational culture, flexible dependent prone under healthy organizational culture, flexible dependent prone under poor organizational culture, flexible independent under healthy organizational culture, flexible independent under poor organizational culture were formed.
Need-satisfaction scale developed by Porter (1961) was administered on all the eight groups mentioned above.

The data, thus obtained were tabulated groups wise and were statistically analysed to draw necessary inferences.

The main findings of the present research were - (1) subjects 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. Different alternative explanations of the findings were offered and some suggestions were made.