

CHAPTER - V

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## CHAPTER - V

### SUMMARY AND CONCLUSIONS

#### 5.1. INTRODUCTION :-

It is a recognised fact that apart from human resources, the important components for development are fertilizers, chemicals, heavy machineries and electronics items. All the four industries are having their own importance. They have grown to a very high degree of complexity and hence the task of managers and supervisors (officers) has moved towards greater specialization.

Number of researchers who conducted studies on this working population and have reported that 'job-dissatisfaction', high stress and 'high rate of turnover' are becoming the common phenomena in most of the industries.

The tasks which remain are : (i) to make effort towards the assessment and appreciation of the content and form of constructs, namely, role stress, organisational climate and job satisfaction. (ii) to establish linkage between role stress and job satisfaction. (iii) to test the moderating effect of organizational climate on above relationship in the context of various organizations and

their managers and supervisors (officers).

Since stresses are the natural allies of organizational settings, the assessment and understanding of the context, form and relationship of constructs under study will provide insight to managers and supervisors to understand meaningfully role stresses, job satisfaction and organizational climates experienced/perceived by them. Further, it will provide an understanding of stress strain relationship and way out to overcome the manifestation of stress by suitably emphasising, particular types of organizational climates, so that growth, innovativeness and uniqueness of various organizational settings can be maintained.

## 5.2. OBJECTIVES AND HYPOTHESES

This may be conceived as the theme for our studying the managers and supervisors (officers) of the four industries namely, fertilizers, chemicals, heavy machineries and electronics. Higher emphasis on machine than the man seemed the root cause of the trouble. Moreover, management could not afford with groups as important and valuable as managers and supervisors (officers) of above four industries to allow job-satisfaction to deteriorate.

Role stress and job-satisfaction are negatively related.

Both alter during an individual's life-time as his needs, expectations, aspirations or cognitive structures alter. There are many variables which shape one's needs, expectations and cognitive structures and therefore, they influence the level of role stress and job satisfaction. Organizational climate is one such variables. While processing the research model (chapter - III), we have gone into details on this issue were discussed. In light of the same, it was proposed to study four job categories of each of the four organizations, manager technical, manager non-technical, supervisor technical and supervisor non-technical of GSFC, GACL, GCEL and GTCL all joint ventures of state government organizations.

Objectives :

- (i) To examine the level of different types of organizational role stresses, job satisfaction (dissatisfaction) and organizational climates (motivational) experienced/perceived by four job categories of each of the four organizations.
  
- (ii) To study the relationship between the factors of role stress and job satisfaction, and role stresses and organizational climates (motivational) in case of all the four job categories of each of the four organizations.

- (iii) To examine the moderating effect of each dimension of organizational climate (motivational) on relationship between role stress and job satisfaction in case of all the four job categories of each of the four organizations.

Hypotheses :

- (i) Differential hypotheses covered the first objective and expected to test the differences in mean scores pertaining to ORS variables, in case of all the four job categories of each of the four organizations.
- (ii) Correlational hypotheses covered the second objective and expected to highlight the degree of correlations between pairs of selected variables.
- (iii) Moderator hypotheses covered third objective. These hypotheses were to test the moderating effect of each dimension of OC on the relationships between organizational role stress factors and job satisfaction variable.

5.3. SAMPLE AND QUESTIONNAIRE :

Present model has used four job categories :

- (i) Manager - Technical,
- (ii) Manager - Non-Technical,
- (iii) Supervisors (Officers) - Technical,
- (iv) Supervisors (Officers) Non-Technical

from each of the following four industries.

1. Fertilizers industry - Gujarat State Fertilizers Company Limited (GSFC).
2. Chemicals industry - Gujarat Alkalies and Chemicals Limited (GACL).
3. Electronics industry - Gujarat Communications and Electronics Limited. (GCEL).
4. Heavy Machinery industry - Gujarat Tractor Corporation Limited. (GTCL).

1. Managers - Technical :

This job category comprised of employees designated as Managers and working on technical side. Most of them are working in actual plant i.e. engaged in production process. By and large, such group requires the motivation, leadership, planning to guide and control people for better output and human relations. Their responsibilities include planning, organisation and controlling, managing personnel, maintaining performance standard, scheduling of work etc. This group is

implementing policy and helping top management in deciding or making policy.

## 2. Managers-Non Technical :

This job category comprised of employees designated as Managers and working on non-technical side. Most of them are working in the area of personnel, administration, finance, marketing, public relations etc.

By and large, such group requires the managerial ability pertaining to motivation, leadership, planning to guide, control people for better output and human relations. Their responsibilities include planning, organising, and controlling, managing personnel, maintaining performance standard, scheduling of work etc. This group is implementing policy and helping top management in deciding policy or making policy.

## 3. Supervisors - Technical :

This job category comprised of employees designated as Officers who are expected to carry out supervision of subordinates in the plants. Some of them are directly recruited as Supervisors (Officers) and some of them come to this position putting many years of services in the same organisation. They are also in different shift

duties as plants of all the organisations are working round the clock. They are directly attached to work. They are available in different plants in the organisations.

#### 4. Supervisors - Non-Technical :

This job category comprised of employees designated as Officers who are expected to carry out supervision of subordinates. Most of them are outside the plants i.e. sitting in Administrative building. They are in different fields like personnel, administration, HRD, Finance, Purchase, Marketing etc. Some of them are directly recruited as Supervisors and some of them came into this position by promotion (i.e. putting number of years' service in the organisation).

A total of 276 respondents from all the four organisations included in the study are as follows :

TABLE 5.3.1. RESPONDENTS FROM THE FOUR ORGANIZATIONS.

	<u>MANAGERS</u>		<u>SUPERVISORS</u>		<u>TOTAL</u>
	Technical	Non-Tech.	Technical	Non-Tech.	
GSFC	15	15	25	25	80
GACL	15	15	25	25	80
GCEL	15	15	20	20	70
GTCL	8	8	15	15	46
TOTAL :	53	53	85	85	276

Questionnaire :

At the time of selecting the measures it was decided to use such instruments which could measure all the relevant factors/dimensions of variables under study. However emphasis was made on selecting most widely used instrument so that other researches can easily be compared with the findings of the present study.

ORS Scales

In the same line of thought it was decided to use 'ORGANISATIONAL ROLE STRESS SCALE' (ORS SCALE) which was developed by Pareek. It was widely used, many researchers felt that some of the items in original scale lack face validity, some of the items were judged to be improperly reflecting the underlying role stress

dimensions. For these reasons it was thought that the role stress dimensions be adequately defined or expressed in terms of items and that the new items together with original items be treated by considering the opinions of experts. And hence it was duly modified by the investigator. The reliability of the modified scale was established through the retest procedure.

This scale measures ten factors of role stress which are as follows :

1. Inter-Role Distance (IRD)
2. Role Stagnation (RS)
3. Role Expectation Conflict (REC)
4. Role Erosion (RE)
5. Role Overload (RO)
6. Role Isolation (RI)
7. Personal Inadequacy (PI)
8. Self-Role Distance (SRD)
9. Role Ambiguity (RA)
10. Resource Inadequacy (RIN)

#### Job Satisfaction Measure

Job Satisfaction as used in the present study, is defined as 'overall' affective orientation of job occupant towards his job. Since it is difficult to measure adequately all the conditions which might be leading to satisfaction or dissatisfaction with job and

more difficult to determine relative contribution of each condition and since interest was only in obtaining an estimate of total job satisfaction, 'overall affective orientation towards job' appeared to be the most appropriate definition.

Since the purpose was to obtain measure of overall job satisfaction, Brayfield-Rothe job satisfaction index was found to be most appropriate scale for the purpose.

#### Organizational Climate Measure

MAO (C) i.e. Motivational Analysis of organization (climate) developed by Pareek (1979) was used to gather data pertaining to six dimensions of motivational climate of organization. These organizational climate dimensions, namely,

- (i) Achievement Climate
- (ii) Expert Power Influence Climate
- (iii) Extension Climate
- (iv) Control Climate
- (v) Affiliation Climate
- (vi) Dependency Climate

#### 5.4 DATA ANALYSIS

Procedure for testing the hypotheses.

5.4.1. DIFFERENTIAL HYPOTHESES :

The first hypothesis, differential hypothesis states that there will be no difference in level of different types of role stresses, experienced/perceived by Managers (Technical), Managers (Non-Technical), Supervisors (Technical) and Supervisors (Non-Technical) of each of the four organizations.

In order to test this hypothesis the scores on various measures expressed in terms of mean and standard deviation for various categories of personnel will be taken into account. It is assumed that different groups and sub-groups of people will be comparable in respect of their standing on various measures of factors involved in this investigation.

5.4.2. CORRELATION HYPOTHESES :

5.4.2.1 This hypothesis states that factors of role-stress will not be significantly associated with job satisfaction variables in case of all four job categories in each of the four organisations.

It states that the role-stress dimensions taken singly or jointly will not be correlated significantly with job satisfaction. This hypothesis will be tested using simple correlation between the two variables.

5.4.2.2 This hypothesis simply states that there will not be significant correlation between job satisfaction and dimensions of organisational climate (motivational) in case of all the four job categories and in each of the four organisations.

This hypothesis will be tested with simple correlation.

#### 5.4.3. MODERATOR HYPOTHESES

So far as the hypothesis pertaining to moderation effects of climate dimensions on role stress, job satisfaction correlations are concerned the high scoring and low scoring group based on performance on each climate dimension will be formed. The role stress, job satisfaction correlation then will be examined separately for the higher and lower groups based on climate dimensions.

The moderation effect on role stress, job satisfaction correlation will be examined separately for each of the six climate dimensions. In order to study the main effect and interaction effect of the types of organisation and level of personnel, the F-test was used for the analysis of scores on job-satisfaction, organisational climates and role stress factors.

MAJOR FINDINGS

Based on the analysis of the results following conclusions have been inferred :

- (1) The results on role stress factors, job satisfaction and climate measures described in terms of means and standard deviations indicate that the level of role stress for all the factors is fairly low in the four job categories of four organizations, that the level of job satisfaction in four job categories for all the four organizations is fairly on the higher side, that the relative dominance of the six climate dimensions varied according to job categories and also according to organizations.
- (2) The differential hypothesis was based on the differential impact if any of the nature of organizations and cadre as independent variables on role stress factors. The result on the overall basis indicated that role stagnation, role expectation, role overload, self-role distance, and resource inadequacy were felt and experienced mostly by technical managers irrespective of the nature of organization.
- (3) The level of role stress conflict among non-technical managers does not seem to vary across the

four types of organizations for this cadre. This seems to be true also for both technical and non-technical supervisors of all the four organizations.

- (4) Resource inadequacy type of role stress conflict appears to be common among the personnel of all the four organizations.
- (5) Under the correlational hypothesis the various correlations of role stress factors and job satisfaction on the one hand and organizational climate dimension and job satisfaction on the other hand were examined for four job categories in all the four organizations. The results indicated that the role stress factors are positively and significantly correlated with job satisfaction in the job category of manager - non-technical in all the four organizations. In other job categories there was no consistent variation across the four organizations.
- (6) Under the correlational hypothesis the various correlations of job satisfaction and organizational climate of GSFC, the low positive or negative and insignificant correlations of climate dimension with job satisfaction in the technical managerial cadre leads to the conclusion that job satisfaction

among technical managers in G.S.F.C. is not significantly influenced by the climate dimensions, in case of non technical group of managers most of the climate dimensions correlate sufficiently with job satisfaction. It is also observed in the non-technical group of managers that the existence of positive climate dimensions enhance job satisfaction whereas the existence of negative climate dimension like control climate tends to reduce job satisfaction.

In the supervisory groups all the six climate dimensions positive and negative correlate positively with job satisfaction. This leads to the inference that both positive and negative climate dimensions enhance job satisfaction. In other words unlike managerial group in the supervisory group of personnel the control, affiliation or dependency climate do not necessarily reduce job satisfaction.

- (7) Under the correlational hypothesis the various correlations of job satisfaction and organizational climate of GACL. In view of the only one correlation between expert climate and job satisfaction in the technical managerial group it could be inferred that most of the climate dimensions do not significantly influence job

satisfaction in the managerial cadre. In the supervisory cadre control climate has its significant negative correlation with job satisfaction indicating that higher control is accompanied by low satisfaction. No such relationship is observed in the non-technical group. Surprisingly both managers and supervisors in the technical category have positive correlations between job satisfaction and dependency as well as affiliation climate.

- (8) In GCEL on the whole except some strong significant correlations, job satisfaction does not seem to be associated with climate dimensions. Technical managers seem to be more satisfied in a control climate than in any other climate. Similarly in case of non-technical supervisors satisfaction is significantly and positively influenced by expert influence climate and extension climate.
- (9) In GTCL Achievement climate seems to be closely and positively associated with job satisfaction in case of technical personnel (both managers and supervisors). Job satisfaction among technical personnel is also significantly associated with expert climate. Extension climate seems to be more conducive to promoting job satisfaction among managers and technical supervisors. Control

climate appears to be more positively influencing job satisfaction in the managerial cadre personnel than in the supervisory personnel. Both affiliation and dependency climate dimensions influence job satisfaction more strongly and positively among non-technical managers and technical supervisors.

(10) Of the four organizations studied only in GTCL job satisfaction correlates positively and sufficiently highly with achievement climate among the technical personnel (both managers and supervisors). Job satisfaction fails to produce any significant and substantial relationship with achievement climate among non-technical personnel in these four organizations.

(11) Expert climate seems to be strongly and positively associated with job satisfaction among technical managers in GACL and GTCL and among technical supervisors in GTCL and non-technical supervisors in GCEL.

(12) Extension climate does not seem to have a generalized relationship with job satisfaction according to organizations, cadre, and nature of job. Only non-technical supervisors in GCEL, technical supervisors in GTCL and non-technical

managers in GTCL have positive and significant correlations with job satisfaction.

(13) Job satisfaction has significant and positive association with control climate in case of technical supervisors in GSFC as well as GACL, and also in case of technical managers in GCEL and non-technical managers in GTCL.

(14) There does not seem to be any consistent relation between job satisfaction and affiliation climate across organizations, cadre, and nature of job.

(15) Compared to other organizations, job satisfaction correlates positively and more or less highly with dependence climate in GTCL. In general climate dimensions fail to influence job satisfaction. The job satisfaction climate relationship is not consistent among technical and non-technical personnel and also among the four types of organizations.

(16) Considering the moderating effect of climate dimensions on the relationship of job-satisfaction with ORS factors it is commonly observed that climate dimensions do not have any moderating effect. The correlations fail to vary in a consistent way with variation in climate

dimensions.

- (17) Of the ten role stress factors some of them viz., Role Stagnation, Role Erosion, and Self Role Distance have significant correlations with job satisfaction in almost all the sub-groups based on climate dimensions.