

# A STUDY OF ORGANISATIONAL CLIMATE, JOB SATISFACTION AND MANAGERIAL EFFECTIVENESS IN ELECTRONICS INDUSTRY IN PUNJAB

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*For studying the organisational climate, job satisfaction and managerial effectiveness in Electronics industry in Punjab, total 120 executives were selected from 5 units from different sectors. The data were collected through three questionnaire-cum scales. The overall results are in favour of joint sector. For almost all the three variables, NODE is on the top and JCT Electronics is on the bottom. The result of even Central Govt. owned unit are also appreciable.*

This paper has been divided in three sections. First section deals with the conceptual framework of the three variables and research methodology used. Section-II contains detailed analysis of the variables and a comparison of electronics units. Section-III includes main findings and recommendations.

## SECTION-I

This part of the paper gives the conceptual framework of the three concepts one by one.

### ORGANISATIONAL CLIMATE

Organisational climate is the human environment within which an organisation's employees work. Climate affects each and every activity in an organisation, directly or indirectly. In turn, climate is affected by almost every thing that occurs in an organisation. It is a dynamic systems concept.

In any organisation, people come from heterogeneous streams and make a separate culture. They have different

personal cultures, traditions, thinking and methods of working. The assimilation of these things makes the climate of an organisation. The climate or culture of a particular organisation may be observed from the things, sayings, doings and feelings held in common.

There are several controversial issues in organisational climate research. One of them is regarding the definitions of organisational climate and organisational culture. As far as organisational culture is generally understood, it is a set of habitual and traditional ways of thinking and feeling. Some researchers are of the opinion that organisational climate is the same as culture. Others feel that climate is a subset of culture and still others think that climate refers to how people feel about their culture. But for the purpose of this study, these two terms have been used interchangeably.

### JOB SATISFACTION

Job satisfaction is a result of various personal and job related factors. It is a general view that job satisfaction increases

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the motivation of employees and productivity of the organisation. If job satisfaction exists amongst the employees, it means the management is doing well for the organisation in various respects. So, a management should arrange to provide the workers high rate of job satisfaction through pay, promotion, healthy working conditions, compensation for losses and damages, facility of self-development and advancement etc. In short, job satisfaction brings with it a variety of positive consequences, both for the individual and the organisation, and contributes a lot to the desire of maintaining membership in it.

### MANAGERIAL EFFECTIVENESS

The character of an organisation is, to a large extent, set by the group of its executives and it is inevitable that these executives reflect the philosophy of the organisation. So, attainment of organisational goals is dependent on their satisfaction level and their effectiveness. The concept of managerial effectiveness is one of the priority areas and differs from organisation to organisation and even from job to job. So, it is quite important to know which factor, under which circumstances, enables a person to be effective and successful in his/her work. The skill and effectiveness of the managers play an important role in the smooth operation of an organisation. Although a number of tests have been used in various industries to examine the performance and effectiveness of people at all levels, not much effort is made in using these techniques in the selection process of managers.

### RESEARCH METHODOLOGY

#### I OBJECTIVES

This study includes three variables viz.,

organisational climate, job satisfaction and managerial effectiveness in the context of Electronics Industry in Punjab. The main objectives are as under:

1. To study the organisational climate, to study job satisfaction in managerial personnel and to study managerial effectiveness.
2. To make a comparative analysis of organisational climate, job satisfaction and managerial effectiveness in the unit under study in order to rank the units.

#### II SCOPE OF THE STUDY

Keeping pace with advancement in all spheres, electronics industry has shown noteworthy advancement in our country. The study is related with five units of electronics industry in Punjab. The units taken up for the study purpose are from different sectors viz :

JCT Electronics - Private sector

Electronic Systems Punjab Ltd. - Public sector

Punjab Communications Ltd. - Public sector

Northern Digital Exchange - Joint sector\*

Semi Conductor Limited - Central Government-owned Unit.

Many problems are faced by the persons working in electronics industry in managerial position, in their day to day working. These problems are generally concerned with the climate prevailing in the organisation. This study is an attempt to find out the root cause of the problems of the managers concerned with organisational climate, job satisfaction and managerial effectiveness. The persons working in the capacity of executives have been taken up for study purpose.

\* NODE presently, is a unit of Private Sector.



### III SAMPLE FOR THE STUDY

To see the present state of organisational climate, job satisfaction and managerial effectiveness in electronics Industry in Punjab, first of all, the researcher visited all the five units selected for this study and collected information about the approximate total strength of the executives working in these units. Then, proportionately 125 executives were selected from all the units. But out of these 125 executives, only 120 executives responded. Out of these 120 executives, 11 belong to NODE, 16 belong to ESPL, 21 are from PCL, 41 belong to JCT and 31 executives are from SCL. The respondents were marked on the basis of random and convenient sampling technique because all the executives were not approachable.

### IV QUESTIONNAIRES

For measuring organisational climate, job satisfaction and managerial effectiveness, information and data were collected through three questionnaire-cum-scales, which have been described below :-

#### i) Organisational Climate Questionnaire

A Questionnaire-cum-scale has been developed by Prof. B.S. Bhatia (Punjabi University) and Prof. Vohra (Haryana Institute of Public Administration). This questionnaire includes 15 sub-factors viz. structure, responsibility, reward, initiative and risk, warmth, support, standards, conflict, identity, leadership, delegation, human relations, communication, grievance-handling and decision-making, and fulfilled our requirement of collecting data from electronics industry in Punjab. The validity of the questionnaire has already been tested. The questionnaire contains 45 statements on 15 factors which constitute the climate of an organisation.

An executive was required to give the scoring on five-point scale against each statement. Only four statements are negative statements for which scoring has been reversed. With the help of the key, a single number score has been obtained for each executive. As explained earlier, each sub-factor of organisational climate is covered by three statements. So, average score has been obtained for one factor by dividing it by three. The scores obtained thus from fifteen factors will be added up for arriving at a single score for each executive. For making the three scales uniform, total scoring has been made equal to 100, which was otherwise 75 in the case of organisational climate. For taking definite decisions, a grand mean and standard deviation have been calculated for organisational climate, which are 62.4 and 11.05 respectively. All executives have been divided into three categories on the basis of mean and standard deviation.

Category	Score
Highly Satisfied (with the climate)	More than 73.4
Moderately Satisfied	51.4 to 73.4
Less Satisfied	Less than 51.4

The higher score implies that the perceived climate is favourable to that particular executive and lower score implies that the climate is not suitably perceived by the respondent.

#### ii) Job Satisfaction Questionnaire

This questionnaire has been developed by B.L. Dubey, C.K. Maini and K.K. Uppal (All from Punjab University, Chandigarh). Job satisfaction questionnaire contains 20 statements regarding different subfactors which can affect the satisfaction level of a



person. The scoring has been obtained on a five-point scale, the possible range of which is 20 to 100. Higher score indicates greater job satisfaction. On the basis of calculated mean and standard deviation, executives have been divided into three categories :-

Category	Score
Highly Satisfied (with the Job)	More than 79.4
Moderately Satisfied	55.3 to 79.4
Less Satisfied	Less than 55.3

This scale has already been used by many researchers and its validity has also been tested. The Higher the score, the higher is the satisfaction from the job.

### iii) Managerial Effectiveness Questionnaire

This questionnaire-cum-scale has been developed by Prof. Uadai Pareek (IIM Ahmedabad) and it covers mainly four factors and 40 statements in total (10 on each factor). Uadai Pareek has used personal effectiveness and managerial effectiveness in the same sense and meaning. According to him, if a person is effective on this scale, he will be an effective manager. This scale has four important aspects related to the attitude and behaviour of a manager viz., Action Orientation, Receptivity to feedback, Perceptiveness and Self-disclosure.

The scores have been arranged on a five-point scale. Out of these 40 statements a few statement are negatively worded and scores on these items have been reversed. Scores can be obtained on each factor separately or in totality. In this study, total scores have been taken i.e. by adding up

the score of all the four factors. The executives have been divided mainly into four categories.

Category	Score
Highly Effective	More than 81
Moderately Effective	61 to 80
Hopefully Effective*	41 to 60
Less Effective	Less than 40

\*For this factor, Uadai Pareek has suggested one more category i.e. that category where chances of improvement are there and scoring lies within 40 to 60.

First category represents highly effective managers. Second category includes the managers who are moderately effective. Third category is that where the manager, with efforts, can make some improvements. Fourth category shows a very low degree of effectiveness. For bringing in uniformity, all the scores have been divided by 2 i.e. instead of 200, maximum score is 100.

## SECTION-II

Climate or culture of an organisation, job satisfaction and managerial effectiveness are the three variable which are directly concerned with human psychology, but unfortunately human psychology or human behaviour is the area which is generally ignored in Indian organisations. So, it is very important to find out which factors in the organisation, under what circumstances, enable a manager to be more effective, more successful and more satisfied with his work than ordinarily. For this purpose, the three concepts, organisational climate, job satisfaction and managerial effectiveness have been analysed deeply.

### ORGANISATIONAL CLIMATE, JOB SATISFACTION AND MANAGERIAL EFFECTIVENESS IN NODE

According to the data arranged, (Table 1) first 11 executives belong to NODE. A single score has been obtained for each variable and each executive. In the case of organisational climate, six executives belong to the first category which shows that perceived climate is totally favourable to them.

The scores of all other executives fall in the second category i.e. moderately satisfied executives. Nobody comes under the group of less satisfied executives. i.e. for whom the climate is totally unfavourable. Only one executive, who gets 52 points, is quite close to the third category, for whom the climate is less favourable and less

suitable. But, because majority is in favour of the prevailing climate, it can be said that organisational climate in NODE is favourable to most of the executives. We may say that the type of organisational structure that they have in NODE is suitable to a majority of the executives. They are also satisfied with the system of giving rewards and appreciation of work, support given by others, relationships with others, delegation of authority etc. Even, they have some kind of sense of belongingness and pride for their organisation.

Next column reveals the scores obtained on job satisfaction scale. Six persons relate to the category of fully satisfied executives. None falls in the category of less satisfied executives. All other executives are moderately satisfied with their jobs. On the

**Table 1 : OC, JS and ME In NODE**

S.No.	Organisational Climate	Job Satisfaction	Managerial Effectiveness
1	69	73	72
2	91	89	70
3	80	90	77
4	90	85	83
5	74	87	79
6	89	81	76
7	52	65	81
8	69	74	66
9	68	74	63
10	63	67	65
11	90	89	78
MEAN	75.9	79.5	73.6

whole, the results of job satisfaction in NODE are also significant. It shows that the executives are feeling satisfied with their salaries, promotions, etc. They find their jobs suitable and tension-free. Welfare and advancement facilities are also provided in the organisation.

The third column of Table 1 shows the score obtained from managerial effectiveness scale. Only two executives deserve the first category. All other executives get points

between 63 and 78, which indicates that although they are not highly effective like the first category, even then they are moderately effective managers. Nobody comes under the remaining two categories. The overall scoring of executives in NODE is quite satisfactory and appreciable. Organisational climate is favourable to most of the executives; they feel satisfied with their jobs and they are effective also. We may say that most of the executives in NODE are effective managers. They like to

**Table 2 : OC, JS and ME in ESPL**

S.No.	Organisational Climate	Job Satisfaction	Managerial Effectiveness
12	51	57	66
13	71	54	70
14	53	61	71
15	61	66	62
16	74	33	57
17	60	68	70
18	44	27	70
19	69	74	72
20	59	60	70
21	80	78	71
22	82	88	62
23	53	51	70
24	47	57	68
25	56	67	76
26	60	52	63
27	55	59	82
Mean	60.9	59.5	68.8

know the views of others about themselves. Their personalities are open and adaptive. They like a change, if its is for the betterment of the organisation. They perceive things positively:

### **ORGANISATIONAL CLIMATE, JOB SATISFACTION AND MANAGERIAL EFFECTIVENESS IN ESPL**

ESPL is a State Government enterprise wholly owned by Punjab State Industrial Development Corporation (PSIDC). The sixteen executives belong to ESPL (Table 2) The first column gives the score of organisational climate in ESPL. Only three managers are in the first category, which indicates that the climate is very much suitable to these three executives. Three executives pertain to the last category for whom the organisational climate is altogether not suitable/favourable. All other executives are classified in the category of those for whom the climate is moderately favourable.

Only three executives are satisfied with the system of reward, support, delegation of authority, decision-making and sharing of responsibility etc. A few executives want some change in organisation structure, method of grievance-handling and decision-making because they find the climate totally unfavourable.

For job satisfaction, only two persons are placed in the first category and only five executives are in less satisfied category. Rest point to the moderately satisfied category. In many cases, their level of satisfaction may reach the first category, with a little effort. Tendency of the executives is towards positive side. Most of them are satisfied with salaries, promotions, level of confidence, experience, relations, and team-spirit etc.

Third column shows the scores obtained on managerial effectiveness. Only one executive is highly effective. All others are moderately effective. Only one executive qualifies for the category of those executives whose chances of improvement in effectiveness are there. None comes under the less effective category of managers. For this variable, most of the executives are not against the system of getting feedback. They even like the changes if these are for the betterment. On the other hand, they are not totally in favour of having open and adaptive personalities.

In general, in the case of all the three variables, scoring in just average. Neither very good nor very bad. The executives in ESPL feel that organisational climate is suitable to them but not fully. In the case of job satisfaction, they are moderately satisfied with their jobs, not much, and as far as managerial effectiveness is concerned, most of the executives are moderately effective, not highly effective.

### **ORGANISATIONAL CLIMATE, JOB SATISFACTION AND MANAGERIAL EFFECTIVENESS IN PCL**

PCL was incorporated as a wholly owned subsidiary of Punjab State Electronics Development and Production Corporation Ltd., Chandigarh. Table 3 shows that these twenty-one executives have their placement in PCL. Out of them, three are from the category of those executives who feel highly satisfied with the organisational climate prevailing in the organisation. The highest score is 81, which is very good as compared to our fixed standard i.e. 73.4. Only four executives feel that organisational climate is not much suitable or favourable to them. Rest all respond to the moderately satisfied category: they are neither fully

satisfied with the organisational climate nor totally against it. This explains that five executives find that organisational policies, structure and methods quite suitable to them. A few executives are not satisfied

with the system of reward, responsibility, grievance-handling, risk taking decision-making and standards fixed for measuring the performance.

**Table 3 : OC, JS and ME in PCL**

S.No.	Organisational Climate	Job Satisfaction	Managerial Effectiveness
28	55	66	72
29	48	68	74
30	59	67	68
31	49	66	62
32	54	67	62
33	70	76	63
34	51	62	72
35	57	80	63
36	45	58	66
37	60	53	66
38	63	59	74
39	69	67	70
40	72	68	72
41	81	69	68
42	76	85	74
43	70	71	60
44	67	51	60
45	79	83	70
46	62	65	62
47	62	58	55
48	73	83	67
Mean	63.0	68.7	66.7



Second column shows the scores of job satisfaction, for which five executives hail from the category of highly satisfied executives. Only two of them place themselves in third category, i.e. less satisfied category. The remaining i.e. fourteen can be termed as moderately satisfied executives. Even in the case of the executives who belong to the third category, their scoring is not very bad. So on the whole, job satisfaction scoring is appreciable. Only two executives are not satisfied with their salaries, promotions, general supervision in the organisation, relations with others and job security etc. But, all others find the job tension-free and they are satisfied with team of members of the organisation and advancement facilities available at the job.

Third column of the same table depicts the scoring related to managerial effectiveness. In the case of managerial effectiveness, there is none in the category of highly effective managers. On the other hand, likewise, none is there in the category of less effective managers. Almost all the managers are grouped in the category of moderately effective managers. The lowest score, which is 55, demonstrates that good chances of improvement are there.

In this case, almost all the executives are neither totally in favour nor totally against changes, testing themselves in new situations, sharing all problems with others, knowing others' opinions about themselves, seeking feedback and knowing their blind spots.

Overall, the scoring in job satisfaction is quite satisfactory. In the case of managerial effectiveness and organisational climate, this is just average.

### **ORGANISATIONAL CLIMATE, JOB SATISFACTION AND MANAGERIAL EFFECTIVENESS IN JCT ELECTRONICS**

JCT Electronics is a unit of private sector. As compared to the other four organisations, the number of executives is large in the case of JCT Electronics; even the total number of employees is the highest in the case of this organisation. Table 4 points out that only two executives may be placed in the first category of organisational climate, who feel that the climate in the organisation is very much favourable to them. Eight executives are counted in the third category i.e. the category of those executives for whom the organisational climate is not much suitable. All the rest come under moderately satisfied category of organisational climate. Overall scoring of organisational climate is not much. The results bring out that most of the executives do not like the present system of decision-making, leadership, grievance handling, communication and delegation of authority. They want some changes in organisational structure and policies because the prevailing system is not favourable to them.

In the case of job satisfaction (second column), only one executive is highly satisfied with job. Even he is scoring 79 points exactly which is quite near to the first category. Five are less satisfied executives. The remaining all belong to the second category i.e. moderately satisfied. Again, in this case, tendency of the executives is towards the negative side i.e. dissatisfaction with the job. They do not find the jobs suitable to their ability, qualification and experience. Even, they are not satisfied with the working conditions, salaries or general supervision.

In so far as managerial effectiveness is concerned, only one person responds to

Table 4 : OC, JS and ME in JOT Electronics

S.No.	Organisational Climate	Job Satisfaction	Managerial Effectiveness
49	64	56	64
50	58	52	59
51	59	47	63
52	59	49	59
53	60	47	69
54	42	50	68
55	78	79	66
56	65	70	67
57	74	68	70
58	73	77	60
59	51	77	81
60	64	75	73
61	55	63	61
62	54	62	60
63	55	65	59
64	54	59	65
65	56	60	65
66	64	63	65
67	60	57	61
68	55	58	61
69	61	61	58
70	51	57	64
71	53	56	69
72	48	66	60
73	63	65	72
74	53	61	59

Table 4 Contd.

75	49	58	64
76	52	67	69
77	50	57	57
78	54	60	60
79	52	67	63
80	56	61	60
81	56	59	62
82	54	66	62
83	59	64	62
84	53	57	69
85	48	66	60
86	54	66	67
87	59	63	61
88	50	57	60
89	53	61	59
Mean	56.8	61.7	63.7

the category of highly effective manager and fourteen executives to the third category i.e. where chances of improvement are present. All others are in the moderately effective category of managerial effectiveness. Most of the executives do not like so much changes in routine work, variety in work, taking initiative expressing strongly the opinion, sharing personal problems, and involvement in arguments etc.

The overall picture of JCT Electronics highlights that only one executive perceives the climate favourably, only one executive is highly satisfied with this job and only one falls in the highly effective category. In the case of organisational climate, the scoring

is not satisfactory, but in the case of job satisfaction most of the executive are satisfied with their jobs, although not highly satisfied. In the case of managerial effectiveness, the scoring is just average and overall results are not quite satisfactory.

#### **ORGANISATIONAL CLIMATE, JOB SATISFACTION AND MANAGERIAL EFFECTIVENESS IN SCL**

Semi Conductors Ltd. has been established by the Government of India and it is a Central Government owned unit. Table 5 (first column) records the scores in organisational climate; for eight executives, organisational climate is quite favourable



Table 5 : OC, JS and ME in SCL

S.No.	Organisational Climate	Job Satisfaction	Managerial Effectiveness
90	55	93	63
91	60	75	68
92	56	64	66
93	80	87	66
94	50	52	61
95	65	74	62
96	63	71	69
97	72	81	66
98	77	79	80
99	44	52	74
100	71	79	84
101	58	65	76
102	53	72	64
103	83	91	63
104	79	91	67
105	70	88	66
106	67	84	67
107	77	91	64
108	65	80	75
109	62	93	78
110	62	74	61
111	63	85	57
112	62	69	76
113	61	69	71
114	76	87	67

**Table 5 (Contd.)**

115	60	76	74
116	78	89	62
117	63	62	76
118	68	82	72
119	80	87	66
120	50	52	61
Mean	65.48	77.23	68.45

and they step into the first category. Only two executives are in less satisfied category and all others in moderately satisfied category. Most of the executive like the prevailing methods of grievance handling, fixed standards, conflict resolution, getting support from other, etc. They feel pride in belonging to their organisation and being the member of a well-functioning team.

In the case of job satisfaction in SCL, out of thirty-one, fifteen executives hail from the highly satisfied category and only three from less satisfied category. The remaining fall in moderately satisfied category. In this case, almost all the executives are satisfied with the salary given to them. They have full confidence in the management. They do not find any kind of favouritism and tension in job. They are working in a team spirit, having satisfactory relations with others.

Column 3, gives the scores of managerial effectiveness. Only one executive can be categorised as highly effective. All others, except one, fall in the category of moderately effective managers. Two executives belong to the third category where improvement can be made. None is in less effective category. No executive has

a totally closed personality. To some extent, the managers like variety in work; they like to complete the work in time; they like taking initiative and giving frank opinions strongly. They like to get feedback from others about themselves.

On the whole, the results in SCL are quite favourable. Although in the case of organisational climate, a few executives find the climate totally unfavourable for them, as far as job satisfaction is concerned, majority of the persons are highly satisfied with their jobs. Even in the case of managerial effectiveness, almost all the executives are effective managers, two being highly effective.

If we compare the scores and their mean values, score in NODE is the highest in the case of organisational climate i.e. 75.9, which reflects that the executives working with NODE are more satisfied with their climate as compared to those in any of the other four units of the electronics industry. Further, it explains that they do not have much complaints against organisational policies, structure, rewards given to them, procedure followed in grievance handling etc., and they have good faith in the management. On the other hand, in JCT

**Table 6 : A Comparison of the Five Units**

Variables → Position ↓	Organisational Climate	Job Satisfaction	Managerial Effectiveness
I	NODE	NODE	NODE
II	SCL	SCL	SCL
III	PCL	PCL	ESPL
IV	ESPL	JCTE	PCL
V	JCTE	ESPL	JCTE

Electronics (mean 56.8), most of the employees do not feel that organisational climate is suitable to them, which clarifies that some changes in structure, policies and procedures is required.

In the case of job satisfaction, the mean score of NODE is again the highest i.e. 79.5. It indicates that the persons working in NODE are satisfied with their jobs, salary, promotions, working conditions, welfare facilities etc. The lowest score in ESPL indicates that the executives do not feel satisfied with their jobs, may be because of monetary or non-monetary benefits given by the organisation and lack of encouragement and freedom etc.

In the third case, i.e. managerial effectiveness, again scoring in NODE is most satisfactory and mean value is 73.6. The lowest score is again in the case of JCT Electronics. In comparison with other organisations, the executives in NODE are effective, self-disclosing and open to feedback. All this helps in reducing negative points and discovering more and more of one's potential. The scoring in JCT Electronics reflects low activity level and low perceptiveness. In order to improve effectiveness, they will have to bring in some major changes in their attitudes.

### SECTION-III

#### MAIN FINDINGS

In the case of organisational climate, the results of NODE are the best and those of JCT Electronics are the worst. The executives perceive organisational climate favourably in NODE and totally unfavourably in JCT Electronics. Again, for job satisfaction, the results in NODE are remarkable. In this case even the results of SCL are also appreciable. The executives in both the firms are satisfied with their jobs. But the lowest scores in ESPL highlight that executives in ESPL are not much satisfied with their jobs. For managerial effectiveness, the managers in NODE are more effective than those in any of the other four units of electronics industry under study. On the other hand, the scores of managerial effectiveness in JCT Electronics reflect low effectiveness, low activity level and low perceptiveness. Hence, most of the executive in JCT Electronics are less effective.

On the basis of these questionnaire-cum-scales, we may conclude that the executives in Joint Sector (NODE) are the happiest and more satisfied with their jobs and the climate prevailing in the organisation and



even managerially, they are the most effective. For organisational climate and job satisfaction, SCL is in the second position and for managerial effectiveness, it is in the third position. We can say that, in Central-Government owned units, people are more satisfied with organisational climate and job satisfaction than people in State Government-owned units. As far as State Government-owned units are concerned, results of PCL are better than those of ESPL. The reason behind may be that PCL is a faster growing concern than ESPL. Performance of the Private sector is the least satisfactory. For organisational climate and managerial effectiveness, JCT Electronics is at the bottom and for job satisfaction it gets the fourth position. It means that people working in the private sector neither feel satisfied with organisational climate and job satisfaction nor are much effective in their work. Organisational climate affects the managerial effectiveness in any concern. If in the private sector, perceived climate is not favourable, the persons will also be not much effective in their work. The results differ from organisation to organisation. Some differences are due to their internal reasons, fast growth, fast technological changes, type and nature of the product etc. Results are different even in the two units owned by State Government. In the case of JCT Electronics, many other reasons may also be responsible for the results like industrial unrest or strikes in the past years. All these internal and external factors jointly affect the performance of the people working in the organisation. We may conclude that rather than ownership of the electronic units, it is their individual policies, structure, position in the market, fast growth, competitive spirit, industrial peace etc., which affect organisational climate, job satisfaction and managerial effectiveness more.

## RECOMMENDATIONS

A management must take up all the three variables i.e. organisational climate, job satisfaction and managerial effectiveness simultaneously if it wants better results and improved productivity in the organisation.

We have taken up 15 sub-factors of organisational climate to find its relations with job satisfaction and managerial effectiveness. For a crucial decision by management, the significant factors can be taken into account. To these significant factors, a few important factors like conformity to rules, organisation clarity, fringe benefits, appreciation and praise etc. may be added.

Management development programmes should be well-arranged in the interest of all levels of executives. Proper training can be imparted to the executives in order to achieve high level of effectiveness.

Conducting one-day seminars for creating awareness about the three variable under study and also about personal and behavioural traits of comparatively effective managers in specific will also work favourably.

The level of organisational climate, job satisfaction and managerial effectiveness should be checked at continuous intervals, with the help of experts so that future development policies can be chalked out. The results of such researches would be implemented practically for the betterment of the organisations.

For differentiating between effective and ineffective managers, a few professional characteristics may be added to personal characteristics. HRD departments of these organisations are suggested to include managers as well as employees to conduct organisational surveys. They must study whether, with the passage of time, any positive or negative change in attitudes is found.

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