CHAPTER - II

RATIONALE OF STUDY : RESEARCH MODEL AND HYPOTHESIS.

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CHAPTER - II

RATIONALE OF STUDY : RESEARCH MODEL AND HYPOTHESIS

2.1. **INTRODUCTION** :

In view of the observations made and the concepts discussed in Chapter-I, 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 OC on above relationship in the context of various organisations and their managers and supervisors (Officers).

Since stresses are the natural allies of organisational 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 organisational climates experienced/perceived by them. Further, it will provide an understanding of stress-strain relationship and way out to overcome the manifestations of stress by suitably emphasising

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particular types of organisational climates, so that growth, innovativeness and uniqueness of various organisational settings can be maintained.

2.2. DEFINING CHARACTERISTICS OF A MODEL

The statement of a systematic, sequential and consistent logical structure to achieve above mentioned goal is conventionally termed as the 'Model of Research',. Typically, a model displays different characteristics in terms of :

1) Level of analysis.

2) Boundaries.

3) Specificity.

4) Nature of construct-relationship & finally

5) The assumption of organisational purpose.

2.2.1. LEVEL OF ANALYSIS

It refers to the 'perspective of thinking about the organisation'. It provides the researcher a conceptual tool to regulate the differential emphasis during the mapping of :

(i) the organisational process to its abstraction. and

(ii) the translation of the obtained result back to the organizational process by specifying a set of theoretical axioms for the unit of analysis.

2.2.2   BOUNDARIES

Boundaries are the conceptualized conditions (or limits) within which a model would be operative. However, the models in the organisational realm do not permit any rigorous definition of 'boundary'.

2.2.3.   SPECIFICITY

A model typically forms clusters of variables and selects or rejects them on the basis of theoretical, empirical or pragmatic reasons and so, attains the specificity of the model.

2.2.4.   NATURE OF CONSTRUCT RELATIONSHIP

Nature of construct relationship refers to the expected type of co-variations among the specified constructs (on the basis of theoretical or empirical reasons).

2.2.5.   THE ASSUMPTION OF ORGANISATIONAL PURPOSE:

The organization or the premises in which the organisational model would be operative is viewed differently from different theoretical perspectives. This includes a complex consideration of the organisational goal and implicit theory of the organisation.

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2.3. **THE NEED AND BENEFIT OF A RESEARCH MODEL** :

Apart from providing a guiding tool for as sessment, a model building approach can also help in many other ways. For example :

(a) A model is a guiding tool for the entire body of research from the conceptualization to analysis through the testing of the hypothesis.

(b) A model makes clear the variables involved, and their structure of relationships, the name of reference, the study of specific abstractions or construct definitions.

(c) A model defines the tentative testable hypothesis and indicates the generation of a new set of hypothesis.

(d) Finally it suggests the analysis techniques, ways to interpretation of data and ways to draw conclusion.

2.4. **RESEARCH MODEL** :

A review of literature revealed a formidable list of factors identified by researchers as causes of stress. Almost every dimension of working life is a source of stress to some one at some time.

2.4.1. STUDIES ON ROLE STRESS :

The congnitive component, a person's beliefs, disbeliefs, and expectancies, relate to perceptions of our environment. Schneider and Bartlett (1965) see organisational climate as including a set of summary perceptions held by individuals about their organisational environment. Put another way, climate perceptions are the results of a process of concept formation, not unlike instrumentality perceptions, based upon macro observations of the organisation. One study investigated how customer perception of bank climate influenced customer behaviour, such as switching accounts to another bank. Results demonstrated that such global perceptions as 'atmosphere is warm and friendly' and 'employees bend over backwards' were more highly related to intentions to switch banks than were mere perceptions of specific service related events, such as 'tellers do not help each other' and 'high calibere people'. At least at the level of theory, climate may be visualised as summary intervening variable between specific service related events and account switching.

Thornton (1960) made a factor analytic study of sixty clerical personnel in a university describing their offices. Five influencing climate description included : (1) high pressure supervision 'My boss would be unhappy if he saw me talking about social affairs during

working hours' (2) stultifying versus challenging environment 'There is little opportunity to learn and grow in this situation'. (3) distant versus close work relation. 'It's hard to get to know people in this department' (4) Pleasant versus crowded working conditions 'Our building makes me feel hemmed in' (5) efficiency and clarity of purpose 'The office is well organised'.

Tagiuri and Litwin (1968) studied the effects of climate on situationally aroused motivation in terms of achievement, power and affiliation.

In an Indian context Jagdish (1983) studied the relationship between occupational stress and job-satisfaction. In this study occupational stress arising out of role-overload, role-ambiguity, role-conflict, group and political pressure, responsibility for persons, underparticipation, powerlessness, poor relations, intrinsic improvement, low status, hard working conditions, and unprofitability, was found to have an adverse effect on area-wise as well as overall job satisfaction. It was also found that on the job dimensions of job-satisfaction in comparison to off the job dimensions, were more strong and negatively related with stress.

In another study Surti (1982) studied role stress among

women working in different professions. The maximum stress was felt and experienced by nurses followed by bank employees, researchers, doctors, school teachers, gazetted officers, social workers, and university teachers. Sen (1981) using bank employees working in different hierarchical positions found that role-stress is negatively correlated with income. This finding is not unexpected in view of the fact that higher cadre employees with higher income have higher assignments. They enjoy better status. Their esteem needs are adequately satisfied, and they have a greater scope for realising their self actualisation needs. So far as relatively lower cadre employees are concerned, they might be functioning at lower level needs and hence might be experiencing more role-stress. Various measures of role stress were also correlated with measures of job-satisfaction, in a study conducted by Pestonjee and Singh (1982). It was found that self-role distance, inter role distance, role-stagnation, role-ambiguity, role inadequacy, and over all stress were negatively and significantly correlated with job satisfaction measures. Considering some of the above research findings it could be said that role stress is negatively correlated with job-satisfaction. There are, however, a few studies that have shown that some optimum level of stress is necessary in order to have growth and satisfaction. Neither a very low level of stress nor a very high level of stress are conducive to promote job-

satisfaction or dissatisfaction. Some moderate degree of stress is necessary if progress is to be made. This is in line with the tension theory of motivation. According to this theory some tension is necessary if action is to be initiated. Under condition of very low tension there is no initiation of activity. Under very high tension condition the behaviour is disrupted. For this reason moderate level of tension is desirable to initiate and to sustain the activity. 'In general role stress conflict was found to be associated with decreased satisfaction, behaviour detrimental to the organisation, stress, and anxiety. Rizzo and his associates (1970) also found that positive answers to the following test items were effective measures of role conflict.

(1). I have to do things that should be done differently.

(2). I lack policies and guidelines to help me.

(3). I work under incompatible policies and guidelines.

(4). I receive an assignment without the manpower to complete it.

(5). I have to buck a rule or policy to carry out an assignment.

(6). I have to 'feel my way' in performing my duties.

(7). I work with two or more groups who operate quite differently.

(8). I receive incompatible requests from two or more people.

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(9). I do things that are apt to be accepted.

(10). I receive an assignment without adequate resources and materials to execute it.

(11). I work on unnecessary things.

(12). I have to work under vague directions or orders.

(13). I do not know if my work will be acceptable to my boss.

In classical organisation theory two principles viz : chain of command and unity of command were formulated to prevent conflict and ambiguity. According to chain of command principle, there should be a clear and single flow of authority from the top to the bottom of the organisation. Such a line of authority would result in more effective economic performance, goal achievement, and systematic control.

Research evidence indicates that multiple lines of authority such as those frequently found in professional organisations, are accompanied by role conflict and dissatisfaction among the members and the loss of organisational efficiency and effectiveness. However, these undesirable results appear to be necessary costs of providing professional control over the technical aspects of the organisation's activities.

The unity of command principle states that since responsibility is a personal matter and that the superior subordinate relationship a very personal one,
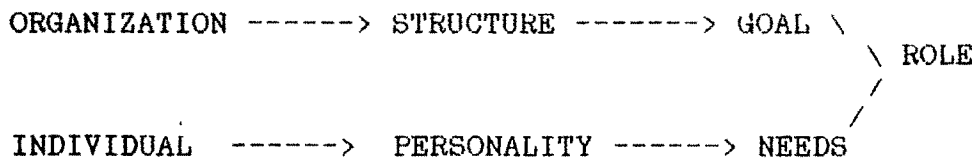
each subordinate should have only one superior. An organisation structured along lines prevents incompatible orders and expectations from more than one boss and ensure consistent reporting, evaluation, and control. Job conflict would result from violating the unity of command principle. Several studies support the position that violating the principle of unity of command or single accountability frequently results in increased role conflict, dissatisfaction, lower performance, and poor use of time.

Classical theory also states that every position in a formal organisation should have a set of specified tasks and responsibilities. The principle of delegation requires the assignment of duties, the delegation of sufficient authority to accomplish such duties, and holding of the subordinate responsible for accomplishing duties and utilising authority appropriately. Unless employees know what they must accomplish, what authority they can exercise, and how they will be evaluated, performance will suffer, such a condition can be described as role ambiguity. Research supports the proposition that role ambiguity is associated with diminished individual and organisational efficiency.

We have decided to use the role theory framework as the conceptual tool for the study of role-stresses. Many organisational behaviour scientists Kahn et al, (1964);

Rizzo, House and Witzman, Pareek, (1981); Morris and Kock, (1979); Freida, Subha and Valecha (1986); Sayeed, (1985) attempted and studied varieties of role stress in the framework of this theory. (For details, refer sub-section role stress' in Chapter-I). The concept of role in fact, is conceived as the key concept in understanding the integration of the individual with the organisation. As shown in figure 2 4.1.1. the organisation has its own structure and goals

FIGURE 2.4.1.1 : ROLE AS THE INTEGRATING POINT OF THE ORGANISATION AND THE INDIVIDUAL.

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ORGANIZATION ------> STRUCTURE -------> GOAL \
                                             \ ROLE
                                             /
INDIVIDUAL   ------> PERSONALITY ------> NEEDS
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Likewise, the individual has his personality and needs (Motivational). These, i.e. organisation and individual interact and get integrated to some extent, resulting in 'role'. An organisation, therefore, is 'a system of roles' Katz and Kahn, (1966) whereas a role itself 'is system' and defined as 'any position (e.g. father, teacher, manager, etc.) a person holds in a system (Organisation) as defined by the expectations various significant persons, including himself, have from that position'. Pareek, (1976).

Here, it is important to note that the 'expectations of significant persons' are in accordance with the

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organisational goal. Therefore, the organisational factors and context assume importance due to their influence on the moulding of prescriptions and proscriptions associated with the particular position. On the other hand, expectations of a role-incumbent, are to suit his particular needs (motives). Both expectations are contrary to each other. These role-expectations are the outcome of two role systems. One, role-space which is a system of various roles the individual carries and performs. And another, role-set which is the system of various roles of which, his role is a part. As Pareek (1983) argued, it is extremely difficult to imagine a situation in which there is no conflict among these variables. The phenomenon of role-stress may be conceived as the consequence of process of role-send,ng and role-receiving.

The concept of role-episode, proposed by Katz and Kahn (1966) explain the process of role taking. According to role episode, the role-occupant and the role-sender constantly interact and the process of role-sending and role-receiving influence the role-behaviour of the individual. The role senders have expectations on the basis of their perception of the role-occupant's behaviour. The role occupant acts on the basis of his perception of the role being sent to him which in turn, influences the role expectations of the role senders. Thus role-episode has a feedback loop (figure 2.4.1.2)

FIGURE 2.4.1.2. : DIAGRAMMATIC PRESENTATION OF ROLE-
EPISODE PROPOSED BY KATZ AND KAHN (1966).

Role Senders		Focal-Person	
Expec-tations	Sent Role	Received Role	Role Behaviour
Perception of Focal person's behaviour; evaluation	Information; Attempt at influence etc.	Perception of role, and perce-ption of sending role.	Compliance; Resistance, 'Side-effects'
I	II	III	IV

It can be seen from above speculation that a role, in itself is stressful which through the process of role-episode, produces role-stress in role-incumbents. Pareek (1983) identified ten types of role-stresses and categorized them in two broad groups, namely, role-space conflicts and role-set conflicts (see Sub-Section Stress review, Chapter-I).

2.4.2.   STUDIES ON JOB SATISFACTION :

People   hold   positive   attitudes   towards   their organisation,   and they experience a high level of job satisfaction   when the organisations provide them with the   rewards   which they desire traditionally.   It has been assumed that satisfied workers will perform better than unsatisfied workers, and this has led to the prescription that satisfying workers is an effective means of motivating them.   The evidence indicates, however, that the relationship between satisfaction and

performance is not so simple; satisfied workers do not necessarily perform better than unsatisfied workers. Nonetheless, people continue to investigate job satisfaction because it has been reliably shown that satisfied workers are less likely to be absent from work and are less likely to quit their jobs. Thus, satisfaction is important to organisations since the cost of absenteeism and turnover is often very high.

In a living working situation aboard ships Gunderson (1973, 1974) found that the habitability perceptions of the physical environment corresponded closely with what happened to the individual. Studies were made aboard twenty Navy ships, varying in size, age, architecture, conditions of crowding, eating and toilet facilities, and special areas for occasional privacy. Using multiple regression measures, the relative importance of work environment characteristics in prediction of illness, safety, and job satisfaction was evaluated. Individuals working in physically demanding and hazardous environments had relatively high illness and accident rates, and generally men in blue collar jobs experienced more illness than those in white-collar or technical jobs. This study is consistent with results from similar studies in civilian industry. It has been documented over and over that industrial executives survive stress better than others in the organisation. A frequent explanation given for this is that selection

and competition eliminate, along the way, those who cannot take it. Factor analyses and empirical keying of habitability questionnaire items provided useful dimensions for differentiating ships and predicting illness. This and similar studies, both aboard ship and in shore installations, are helping to bring into focus the constraints on the range of behaviour possible, with individual perception of these contexts Here we find that behaviour is directed in a variety of ways at particular attributes and characteristics of the physical as well as the psychological environment. This type of study is helping to better lay out methodology and define the growing field we now call environment psychology.

Linkage between role-stress – job-satisfaction (dissatisfaction).

The review of literature pertaining to relationship between role-stress and satisfaction seem to be in the line of observations made by Gruniberg (1979) : 'Evidences from empirical researches show that job-satisfaction is related with less stress and work, whether correlates or job-dissatisfaction have its influence differently on stress'. In other words, stress and satisfaction seem to be inversely related phenomena. However, recent researches, for examples Pestonjee, (1987) conclude that 'success, achievement,

higher productivity and effectiveness call for (optimum level of) stress' i.e. optimum level of stress is must for growth and job-satisfaction.

It may be interpreted, therefore, that there is no consistency in research findings as regards the nature and magnitude of relationship between stress and satisfaction. The study conducted by Fisher and Gitelson (1983) is worth-mentioning in this regard. They used the findings of past 43 studies in their metaanalytic analysis to highlight the correlates of role conflict and role-ambiguity and concluded that 'only rarely significant positive relationships have been reported in some studies and significant negative relationships found in other studies of the same variable. However, the true magnitude of the various relationships is still unclear'. In other words, results often seemed inconsistent from study to study and therefore, definite conclusion about stress-strain relationship have been hard to reach. The investigator intends highlighting this issue in the present study.

Another problem which emerged in literature review on this issue regards the directionality of stress-satisfaction relationship. Some researchers have used role-stress as causal of job-satisfaction whereas others used it differently. It is, by and large, an unsettled issue, whether role-stress causes job-dissatisfaction or

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job-dissatisfaction causes role-stress (dissatisfaction is the manifestation of role-stress).

2.4.3.   OC (MOTIVATIONAL) AS MODERATOR VARIABLE.

The inconsistency in empirical findings pertaining to relationship between stress and job satisfaction calls upon presence of one or more moderator or intervening variables which play a significant role in influencing this relationship. House's (1974), observations too, lead to similar conclusion 'Evidence that a result (of stress-satisfaction relationship) does not generalise across major demographic groups suggests that there are important individual (physiological or psychological) or social environmental variables mediating the relationship in question'. Researchers have studied the moderating effect of a number of individual variables, such as need for achievement, Abdel and Halo, (1980), Locus of control, Pestonjee and Sinʰh, (1981), Need for job clarity, Ivancerich and Donnelly, (1974), Higher order need strength, Beehr, Walsh and Tabav, (1976), and tenure, organisational variables such as task structure, task-clarity and, formal organisational rules and procedures are also tested for their moderating effect. However, organisational climates which seem to have strong reason to behave as moderator for the relationship between role stress and job-satisfaction have not been paid due attention.

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Researches suggest that OC has been looked upon as both, a direct cause of behaviour, and as moderator for the relationship between individual and outcome variables. Forhand and Gilmer's (1969) mechanism of definition of stimuli and Campbell et al (1970) mechanism of need arousal emphasise that climate operates as a unitary 'main effect' on the behaviour of people in the organisation.

OC is conceived as 'global' or 'summary' perception held by individual about their organisational environment. The interpretation and meaning attributed to the organisational variables during the process of summary perception (by organisational members) are dependent on the characteristics-the-person-brings to the job and the characteristics of the job. This combined perception is a 'static characteristic' of the organisation which is capable of exerting subtle but real influence on a 'set of attitudes and expectations' of organisational members. We conceive that this property of OC may account for its moderating effect on role-stress and job-satisfaction relationship.

As noted elsewhere in this chapter researchers have identified same elements (person as well as organisation related variables) as generator of both, unacceptable stress and dissatisfaction. P-E fit theory of stress emphasises on the interaction between person and

environment factors. According to this theory, stress is the consequence of a lack of person-environment fit. And hence, the consequence of fit between person and environment factors is job-satisfaction. Further, as Lazarus (1966) suggested, reaction to stress depends on how the person interprets or appraises the significance of a harmful, threatening or challenging. event'. This appraisal of situation is 'a judgment' in which data are assembled to a constellation of ideas and expectation'. Hence, the judgment of an event as stressful (or not-stressful) is mediated through a number of intervening variables such as the congnitive and attitudinal structure of the individual. It may be interpreted therefore, that, since high or low OC is capable of exerting different amount of pressures on attitudinal structures and expectations of the individuals, if it is likely to differently influence the appraisal or judgment of the stressors, and therefore, be differentially vulnerable to their impact.

Researchers have identified and studied varieties of OCs. Litwin and Stringer (1968) noted that certain climate properties influence certain types of motives. The same line of thought may be extended as follows : (i) particular motives which individuals bring with them at job are reflected in one's behaviour; (ii) depending on the nature and type of organisation and its goal or objectives, some motives are facilitated whereas

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others are restrained and (iii) the interaction of both, organisational climate and particular motivational tendencies of role-incumbents produces motivational-organisation climates.

Pareek (1979) promoted this line of thought in suggesting motivational approach to the study on OC. According to this approach, OC generates some motivation among the members of the organisation who, living in a particular type of motivational climate, develop some psychological needs/motives more, which may become dominent and stronger. He identified six types of OC (motivation). Each dimension of OC (motivational) is hypothesized to moderate the relationship between role-stress and job-satisfaction as follows.

Individuals in achievement dominant climate persistently pay attention to all activities that reflect their concern for excellence, healthy competition for quality and creative work. It, therefore, calls upon persistent practice of all activities which would lead to the acquisition of a higher degree of skill in a wide spectrum of activities. This emphasis for acquisition of skills and abilities helps in converting the physical and psychic energies to learn and perform creative works. It may be argued, therefore, that individuals in achievement dominent climate acquire higher skills which as a resource intervene in appraisal of stressful events

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and may soften the impact of many stressors.

The same line of thought may be held as reason for the moderating effect of expert power dominent climate on the stress-strain relationship. Individuals in expert-power climate are primarily concerned with developing skill and expertise to influence others, resolve conflicts and problems, and to have full share of decision-making. In other words, this type of climate demands continued practice of higher skill and knowledge to demonstrate one's expertise. The practice of being concerned about expertise may help in conserving energies. Therefore, capacity to tolerate stressors and chances for one's cognizing the stressful events in relatively more positive terms increases.

Extension dominent climate emphasizes on individual to mainly concern with other's welfare, growth and progress. It creates an urge to become relevant for both, people and the organisation. On the other hand, people in affiliation dominent climate strive for friendly, warm and affectionate relationship. Both, extension and affiliation dominent climate, therefore, emphasize on tasks but also to help (in case of extension climate) and create good social relations with others (in case of affiliation climate). People's engagement with one another extends to a level of involvement and concern in such climates which greatly

increases the salience of affiliative cues. Such cues strengthen the pleasant experience which, in appraisal situation, weakens the impact of stressful events.

A control dominent climate indicates that people in such climate enjoy the status, power and authority for its own sake. On the other hand, people in dependency dominent climate do not do things on their own. Instead, they look for orders and suggestions from supervisors and refer matters to them. Control climate seems to facilitate defensive posture in organisation-members. It allows for social distance and adhering to formal communication channels. In other words, control climate emphasises more on personal outcomes which would trigger various mental distractors like anxiety and fear of failure. It, naturally leads to energy dissipation and therefore, capacity to tolerate stress decreases. The same consequences may also be evident in dependency dominent climate because it lacks the emphasis on persistent practice of paying attention to activities which lead to the acquisition of higher degree of skills. Such skills as a resource may help in reducing the stress experience. Overall, control and dependency dominent climates do not facilitate the development of higher skills and valued attitudinal structure which in the appraisal of stressful events, strengthen the impact of stressors, so, in the final analysis, control and dependency dominent climates increase the level of

stress and job-satisfaction.

The area of oraganisational climate (OC) is relatively new and related literature in it is still evolving. Scanning the relevant literature, it has been observed that there is a broad agreement on the issues as follows.

i)   that OC is fruitful area of research in OB

ii)   OC has an impact on job performance and job satisfaction.

iii) a broad agreement as to the dimensions of O.C. is emerging, in that these dimensions are reflected in majority of researches.

iv)   O.C. could be studied with respect to one organisation as an intensive exercise or many organisations as an extensive exercise.

O.C. is being presently studied by different researchers so as to select factors that are deemed to create O.C. but not in terms of processes that lead to its creation. It is hypothesised that it is useful to study O.C. also in terms of roles of perceptions of participants of select factors and forces in process of climate generation.

An organisation tends to attract and keep people who fit its climate, so that its patterns are, to some extent, perpetuated. Climate can influence motivation,

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performance and job satisfaction. Employees expect rewards, satisfactions, and frustrations on basis of their perception of O.C.

Climate is viewed as i) a relatively enduring quality of the internal environment, ii) experienced by its members, iii) Influencing their behaviour, iv) describable in terms of a set of characteristics or attributes and, v) distinguishing one organisation from others.

Climate is partially a product of environment. Five aspects of organisation are important in determining OC: i.e. size and shape, leadership patterns, communication patterns, organization goals and decision making procedures.

O.C. exists in the perceptions of individuals of their organizational environment. Climate is a function of how one perceives it, it is not an objective reality. Personal characteristics such as needs, attitudes, values are products of every individual and his unique developmental history influence one's perception of various aspects of work environment. The individuals needs, incentives and expectancies are satisfied or frustrated by his or her perception of work environment. Such experienced motivation tends to lead to behaviour outcomes - absenteeism, accidents, quality of work and

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turnover. The whole process just described 'may be depicted as follows :

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Work    ----  Personal perception  ----  Motivation   ----
climate       of climate                 behavioural
                                         outcomes
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Likert (1961), said that; climate is conceptualised as being caused by discrete experiences and as causing better behavioural outcomes, it is in reality, an intervening variable in the area of variables for organisation of behavioural research. Climate is a perception that results from numerous events occurring to people and may affect day to day job experiences and is not an independent variable that can be directly manipulated such as working conditions or formal structure.

Most measures of climate focus on aspects of work environment. According to Johnson Russell, four common factors in study of organisational climate are.

(i)   Individual autonomy: Individual freedom to exercise his or her responsibility, independence and initiative.

(ii)   Degree of structure imposed upon the position.

(iii)   Reward orientation: Degree to which organisation rewards individual for hardwork or achievement.

(iv)   Consideration, warmth or support: The support and stimulation received from one's superior.

Many researches have been made on this line. According to Johnson, -"organisation of any size or complexity may have multiple climate and each relatively homogeneous subunit should be examined separately and remedial measures tailored to that unit if called for."

According to Garvin, and Howe, -"organisational climate is perceived differently by top, middle and lower levels of management".

Fredericksen studied in laboratory and in field of organisations and indicated that climate variables influence the predictability of performance, motivation and satisfaction. The organisational climate interacts with personal characteristics such as abilities, needs and values and subsequently influence the behaviour.

Litwin and Stringer designed a laboratory simulation to study the influence of leadership and organisational climate on the motivation and the behaviour of the organisations.

The multifaceted study of Pritchard and Karasick, examined relationship of climate measures to satisfaction and performance. This study showed climate to be strongly related to individual satisfaction but much less related to individual performance.

According to Hellriegel, and Slocum Jr. who studied, "Relationship among climate factors, job satisfaction

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and job performance", found that these relationships are very significant.

According to researches of Prakasham, Deshpande and Kshirsagar on, different bank branches studied for organisational climate and employees satisfaction relationship, supervisory style and its impact on climate," found that different banks have different climate profiles. People oriented supervision creates favourable climate and bureaucratic supervision create unfavourable climate condition.

Zahir & Nayan worked on "social climate and efficiency and found that non conducive climate makes formal motivational programmes partially successful.

2.5.   THE PROPOSED RESEARCH MODEL FOR PRESENT STUDY :

In view of the above description of models in organisational researches, role and role stress, stress satisfaction relationship and moderating nature of OC (motivational) the present research model is proposed.

The premise of the model is concerned with the two basic job categories Managers and Supervisors (Officers) in four different industries.

Broad categories of variables which are undertaken in present study :

Role Stress

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   (RI)

Orgaganisational climate

1. Achievement climate

2. Expert influence climate

3. Extension influence climate

4. Control climate.

5. Affiliation climate.

6. Dependency climate.

Job-satisfaction

1. Overall Job-satisfaction

The above figure summarises three broad groups of variables which constitute the present study .

On the basis of research model, role stress factors are identical as independent variables, job satisfaction (dissatisfaction) as dependent variable and dimensions of OC as moderator variable.

In view of the aforesaid discussion, the characteristics of present model may be stated as follows :

i) Level of analysis - Premominently, the model emphasises individual level of analysis. However in order to compare variables across job categories of organisations, the individual's data were aggregated to estimate systematic variables. In this context the model was conceptualised in terms of organisational level of analysis.

ii) Boundaries : The boundaries of model were limited within the context of Managers and supervisors (Officers) of 4-different joint sector industries. Categorization among Managers and Supervisors was further subdivided into Technical and Non-Technical.

iii) Specificity : In the model building, based on the review of literature, only three major clusters of variables, namely role stresses, job satisfactions and motivational OCs were specified. The exact specification of these variables depend on need of

the study as well as the problem of their operationalisation.

iv)   Nature of construct relationship : Theoretically, the relationship among involved variables are complex and often reciprocal. Moreover, causality among involved variables are not well understood.

v)   Assumption of organisational purpose : The present research model does not rest upon any specific organisational theory. However, the implicit theory may be traced in the philosophy of organisational dynamics. The underlying assumption is that role-incumbents experience varieties of stresses and strains in course of their functioning in the organisation. The judgment of an event as stressful is mediated through Lazaras & Launier, (1978). Since OCs (Motivational) can influence differently to these mediators (i.e. cognitive and attitudinal structures), therefore, depending on the type of dominent OCs (motivational) appraisal of stress-ful events softens or strengthens.

2.6.   SIGNIFICANCE OF THE STUDY :

Productivity and better I.R. are the goals of an organisation. For this not only the monatory factors but also the psychological and social factors play an

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important role to keep the employees motivated.

The individual in an organization faces various types of situations in his work settings. Conflicts between invididuals and organisations are inevitable. People with a strong need to be independent find that most organisations do not provide them with a suitable setting. Even reward from the organisation may induce conflicts within individuals, if he feels that someone else got more than he did. To lessen the conflict, the organisations must provide the person with a climate in which one can unfold and develop. Organizations show adaptive behaviour over time. Just as adaptations at the individual level depend upon phenomena of the human physiology, organisational adaptation uses individual members of the organisation as instruments. Individual personalities and job requirements interact to produce a climate that can be significant to both, individual and the organisation. On the other hand, a man is circumbscribed into a vicious circle of problems, which affect his mental conditions. It may be due to the climate in the organisation, or stresses which prevail while carrying out his duties or might be a discontentment of the job.

So this study has been undertaken to assess the organisational climate, role stress and job satisfaction.

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In the light of the review of literature on various organisations (Chapter - I), it may be concluded that all four industries : fertilizers, chemicals, electronics and heavy-machineries are most vital for the socio-economic development of the country.

Present model has therefore, employed 4-job categories :

Manager - Technical

Manager - Non-Technical.

Supervisors (Officers) - Technical.

Supervisors (Officers) - Non-Technical.

of each of the four different industries to explore following :   OBJECTIVES

1) To examine the level of different types of organisational role-stresses, job-satisfaction (dis-satisfaction) and organisational climates (motivational), experienced/perceived by four different job categories of different organisations.

2) To study the relationship between the factors of role-stresses and job-satisfactions, and job satisfaction and organisational climates (motivational) in case of four job-categories of each organisation.

3) To examine the moderating effect of each type of organisational climate (motivational) on the

relationship between role stress and job satisfaction in case of all four job categories of each organisation.

2.7.   HYPOTHESIS :

The three aforesaid categories of objectives constituted central theme of the present thesis. Above 'objectives' on the basis of literature review are elaborated in null-hypothesis for the present study under different headings as under :

2.7.1.   DIFFERENTIAL HYPOTHESIS :

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) in each of the four organisations.

2.7.2.   CORRELATIONAL HYPOTHESIS :-

1. Factors of role-stress including overall role-stress will not be significantly associated with job satisfaction variables in case of all four job-categories in each of the four organisations.

2. Job-satisfaction variables will not be significantly associated with dimensions of OC (motivational) in the case of each of the four job categories and in each of the four organisations.

2.7.3. <u>MODERATOR HYPOTHESIS</u> :

The degree of relationship between role stress factor and job satisfaction variables will not be significant and high in case of low scoring group as compared to high scoring group on each of six climates namely achievement climate, expert influence climate, extension climate, affiliation climate, control climate ' and dependency climate for all four job categories in each of the four organisations.