

CHAPTER V

CONCLUSION

This chapter summarises the findings of this study and makes some recommendations for further research.

5.1 SUMMARY OF FINDINGS

This study focused mainly upon the dimensions of organizational climate of XYZ whereby eleven variables were identified to constitute the climate construct. Of the eleven factors, only eight factors were considered reliable . The variables were identity, work culture and work value, risk and control, cooperation and leadership, support, work performance and work procedures, autonomy, communications and effectiveness as well as rules orientation.

Since the climate dimensions of this study were obtained from a sample of technical staff working in XYZ, generalizations of results of this study to cover the entire XYZ's employees must be made with caution.

In spite of these limitations, some noteworthy findings particularly on organizational climate were obtained. The effect of the existing climate were compared against the climate condition before the implementation of the change programs.

Table 7 indicate the comparison of survey results. The survey results conducted were compared to the data obtained from SRM. As this survey only focused on the technical department , the data used for comparison consists only the employees who worked in the technical department.

From the results , it can be concluded that the outcomes of the change shows positive results. This is evidenced by the fact that employees perception towards loyalty of the company had increased from 26.0% to 56%.

In terms of the culture of the company, increase of 12% of the score was recorded. More technical staff feels that they were treated with respect and the interdepartmental cooperations is improving.

However, employees still perceived that the pay and benefits was lower than other company. This score was consistent as the change process done earlier did not include items on pay and benefits.

The present study also revealed that the employees still perceived unfavourably the company's reward system and the autonomy variable despite changes implemented by the management. Apparently, the employees perceived that they were not adequately and fairly rewarded compared to employees of other companies. The employees' also perceived that the employees were not encourage to speak their mind out even to the extent to disagree with their superiors. The employees also feel that the relationship between management and non-management staff need to be improved.

5.2 FURTHER RESEARCH WORK

This survey was done immediately after the changes process had taken place. Modifications in attitudes , knowledge, skills and the emotional makeup of the employees could be tapped during this survey and compared against the result obtained from the earlier survey.

To avoid the danger of overreliance on only temporary changes in attitudes, another measurement of attitudes should be taken later, when the immediate effect of participating in the process has been reduced.

Often this measurement will indicate attitudinal changes that the first measures did not reveal. This is because the organization did not have the opportunity to reinforce newly acquired employee attitudes.

Table 7: Comparison of survey

| ITEM | SURVEY A Feb 1995 | SURVEY B Feb 1996 |
|--|----------------------|----------------------|
| Other companies would pay more for the same type of work that I am doing | 72.0% | 29.4% |
| The pay here is higher than other company | 23.0% | 32.7% |
| The fringe benefits provided to staff in general are as good as other companies | 31.0% | 26.9% |
| Employees here are loyal to the company | 26.0% | 55.8% |
| I am proud to be associated with XYZ brand | 70.0% | 71.2% |
| Overall regarding workflow and procedures, this company is very efficient | 23.0% | 63.5% |
| We have done a good job in finding and taking care of the weak points in our work process | 67.0% | 69.2% |
| Overall I like the culture within the company and I really feel like I belong here | 26.0% | 40.4% |
| There is an atmosphere of trust within this company | 28.0% | 40.4% |
| In this company, people are treated with respect regardless of their positions | 26.0% | 50.0% |
| There is a lack of cooperation between departments as people are only concerned about their own department | 46.0% | 46.2% |

Source: A > from computer tabulation of employee attitude survey of XYZ co
 IM Feb 1995. only data concerning the technical department is used
 comparison against the second survey

B > survey done on Feb 1996.

only the % of respondents that answered agreed is presented here