LIMITATIONS, SUGGESTIONS AND APPLICATIONS

7.1 Limitations of The Study:

It is true to highlight that every research has its own limitations whether it is being conducted in any area of studies including social sciences. It might be because researcher could not possibly bring the whole perspective of a particular area in one fine study. It is imperative to emphasize that research itself is a learning process by which researcher tries to prove many conceptual and methodological issues within a limited time frame and resources at hand. Thus, the issues which remain untouched lead to researchers for undertaking further researches in future. Within this context the present study has some limitations, which can be enumerated as follows:

- It is true to emphasize that individual demographic characteristic such as age, gender, race and education have long been studied in connection with workplace phenomenon, but not in the case of managers of private and public undertakings. Unfortunately, such consideration of demographic variables has not yet been found in present study.

- A cross cultural study is need of time to see the cultural influence on psychological variables which have not been taken into deep account in the present research.

- In the present scenario different types of industrial set ups are growing up rapidly, which have different structures, organizational culture and climate providing different types of services. In such a scenario managers and workforce working in these industries differ from each other in a host of ways. Hence, they should be studied and compared separately on different variables.
In the present study managers of different organizations providing different services have been clubbed together, which puts a limitation to the study.

- Another limitation of the study is that lower, middle and upper managers of organizations were not included separately in the study. These three levels of managers have different functions and duties to perform in an organization. Hence, different types of variables may be relevant for these managers.

- Organizational Commitment being a crucial multidimensional variable is the spirit for the survival of any organization in the present tough competitive industrial environment of the country. Hence, different aspects and key variables related to it need to be studied extensively, but in the present study a few variables had been included.

- The size of the sample of present investigation is quite limited which puts a limitation on the generalizability of the results of the present study.

- Other psychological determinants like personality hardiness, ego-involvement locus of control, role stress and social support etc are also need to explore in this regard, where a little bit attention has been paid by Indian organizational scientists in the present scenario of industrial setup.

- The present study includes only national companies, whereas, the globalization and privatization have opened doors to many multinational organizations posing harsh competitions to the Indian organizations.
7.2 Suggestions for Future Research:

Researches are not the end results but they always open new ways for further research endeavors. Therefore, researches are always developmental in their nature where one after the other new things are likely to emerge. The same way, the present investigation is not the dead end in the area. In this light some suggestions for planning and carrying out further researches can be suggested in the following ways:

- The present investigation is conducted only on a smaller sample of managers working in different locations of Delhi and its NCR, which is limited to its generalizations. In order to widen up its scope and generalizibility study on larger sample from different part of the country can be conducted.

- Studies on different levels of managers from different organizations on the same and different variables can be undertaken.

- Studies including socio-demographic variables of managers can also be planned and carried out.

- Comparative research on various psychological variables of managers of national and multinational companies can be carried out.

- A comparative study of male and female managers has been found much neglected in prevailing literature. Thus, it may be widen up in future in keeping up its limitations.

- A comprehensive study of personality variables such as hardiness, ego-involvement, locus of control, role stress and social support, etc can also designed and conducted in future.
7.3 Applications of the Research:

The findings of the present investigation clearly pointed out the significant influence of Quality of Work Life, Ego-Strength and Job Attitude on Organizational Commitment among Managers of Private and Public Undertakings. The findings further revealed significant differences between Managers of Private and Public Undertakings on all the measured variables and their dimensions, where private managers had an edge over the public managers. However, findings have certain implications and applications for the sustenance and progress of organizations. Some of them are mentioned below:

- In general private organizations have emerged stronger in all the measured variables, which mean that policies and practices of these organizations are conducive to strengthen the Organizational Commitment, Quality of Work Life, Ego-Strength and Job Attitude than the public organizations. The mechanisms of enhancing these strengths could analyze and infused in the managers of private sector organizations.

- The findings of the present research will be applicable to those practicing organizations which is in thrust (a) to develop their quality of work life, (b) to strengthen the ego of their employees and (c) to develop positive job attitudes of their managers in particular and employees of the organization as a whole.

- The findings of the present research will be applicable in different Non-Governmental Organizations (NGO) which is looking for their organizational success in terms of getting high level committed employees so that they can give their best performance on the job.
The findings of the present study can help the managers of two types of organization to understand the importance of Quality of Work Life, Ego-Strength, Job Attitude and Organizational Commitment to sustainable development of the organization.

The findings of the present study exposed a gloomy picture of public organizations which are maintained and run by the money of shareholders and tax payers and managed by government machinery. The managers of public undertakings lag behind in all the variables under study. Therefore, it has become almost mandatory for the government to look at the proper work culture, organizational conditions, policies of benefits and reward system for employees to make the public organizations comparatively better and friendly.

The findings of the study suggest that some aspects of organizational climate and culture of private organizations are indirectly associated with Quality of Work Life, Ego-Strength, Job Attitude and Organizational Commitment. These aspects of private organizations can be found out so as to implement them in public organizations for the enhancement of these psychological resources in the work force and managers of public organizations.

Counseling programmes and sessions for strengthening the psychological capital like Ego-Strength, Commitment and others can be arranged on the basis of week’s spots revealed by the studies.

Quality of Work Life, Ego-Strength and Job Attitude has emerged as positive predictors of Organizational Commitment in the present study which suggests that these variables can be included in the recruitment policies of the organizations for their sustenance and continuous progress.
Finally, the findings of the present research will be applicable for future research endeavour to develop theoretical foundation and to support the findings in the area concerned.