CHAPTER VI

SUMMARY AND CONCLUSIONS

The present inquiry was carried out to examine the relationship between job role stress (role ambiguity and role conflict) and achievement motivation and job involvement among managers and supervisors in engineering industries. The study further aimed at finding out the differences between managers and supervisors on each of these variables, and to see whether there are any interrelation between these variables and demographic variables.

The dependent variables explored in the present investigation were Job Role Stress, Need for Achievement and Job Involvement.

JOB ROLE STRESS

Social source in an organization is task and role which are related to each other for achieving organizational goals. So the life of an individual can be seem as an array of roles which he plays in the particular set of organization to which he belong. Role ambiguity is a situation in which an individual has inadequate information about his role at work. Role conflict exists when two or more sets of demands or expectations of the focal person such that compliance with one would make it more difficult or impossible to comply with another.

Those whose roles face the above situations and/or demands display significantly higher levels of stress.
NEED FOR ACHIEVEMENT:

McCleland (1961) defines n-Ach as "behavior toward competition with standard of excellence", or as concern with "doing things better, with surpassing standards of excellence" (1985b) "Achievement motivation is task-oriented behavior that allows the individual's performance to be evaluated according to some internally or externally imposed criterion that involves the individual in competing with others or that involves the individual in competing with others or that otherwise involves some standard of excellence." (Spence and Helmreich, 1983). Achievement motivation and job involvement are two important aspects of personality characteristics of successful executives (Schultz and Schultz, 1994)

JOB INVOLVEMENT:

Job involvement refers to the degree to which a person is psychologically identified with his work. It also related the level of centrality of work in his total self-image (Lodahl and Kejner, 1965). It is the moral intrinsic motivation of values about the goodness of work, of the organizational conditions, the meaningfulness of work, adequacy of supervision, or the importance of work in the life of person. Robinowitz and Hall (1977) called it performance self-esteem contingency.

The independent variables were job position (manager and supervisor), age, sex, length of service, educational qualification, marital status, number of children, siblings (brothers/sisters), birth order, monthly income, and being stockholder.

The sample of present study was selected from 63 engineering industries located in Bangkok city, Thailand. It comprised of 655 subjects
of 331 managers and 324 supervisors. The random sampling method was used to select the sample from large, middle and small size industries.

The subjects were administered the three following questionnaires to be answered individually. There were

1. The Role Stress Questionnaire to measure role ambiguity and role conflict, by Tracy and Johnson (1983),

2. Lynn’s Achievement Motivation Questionnaire (1969), and

3. Job Involvement Questionnaire by Lodahl and Kejner (1966)

The hypotheses that were proposed to be tested as a result of this study were

1. Supervisors will experience more job role stress (role ambiguity and role conflict) than the managers.

2. There will be difference in the level of achievement motivation between managers and supervisors.

3. Managers are having significantly job involvement than the supervisors

4. There will be no difference in the level of role ambiguity between male and female subjects.

5. Females will experience more role conflict than the males.

6. There will be no difference in the level of achievement motivation between males and females.

7. Significantly superior job involvement is observed among the males than females.
8. Subjects with educational qualification will experience role ambiguity than the subjects with the educational qualification.

9. There will be no difference in the level of role conflict between subjects with different educational qualification.

10. There will be no difference in the level of achievement motivation between subjects with different educational qualification.

11. Significantly superior job involvement is observed among subjects with higher educational qualification than the subjects with lower educational qualification.

12. There will be no difference in the level of job role stress between unmarried and married subjects.

13. There will be no difference in level of achievement motivation between unmarried and married subjects.

14. Married subjects are having significantly high job involvement than the unmarried subjects.

15. There will be no difference in the level of job role stress between subjects having different monthly income.

16. Middle-income group are having significantly high achievement motivation than the high income and low-income group.

17. Higher income group are having significantly high job involvement than the lower income group.

18. Non-stockholder subjects will experience more role ambiguity than stockholder subjects.

19. There will be no difference in the level of role conflict between non-stockholder and stockholder subjects.

20. There will be no difference in the level achievement motivation between non-stockholder and stockholder subjects.
21. Significantly superior job involvement is observed among the stockholder subjects than non-stockholder subjects.

22. There will be no difference in the level of job role stress between first-born and non-first-born subjects.

23. First-born subjects are having significantly high achievement motivation and job involvement than the non-first-born subjects.

24. Role ambiguity and role conflict are positively related.

25. Job role stress and achievement motivation are negatively related and the strength of association is highly significant.

26. There is negative and significant strength of association between job role stress and job involvement.

27. Achievement motivation and job involvement are positively related, the relationship is highly significant.

28. Age and role ambiguity are negatively related.

29. Age and job involvement are positively related.

30. Longer the length of services of the subjects, lesser role ambiguity they experience.

31. Number of children and job role stress are negatively related.

32. Subjects with more number of children tend to have more achievement motivation and job involvement.

For statistical analysis seven MANOVAS have been carried out to assess effect the of demographic variables on role ambiguity, role conflict, achievement motivation and job involvement respectively. The results of each MANOVA are organized around the following points. (1) Results of the MANOVA employing Pillai criterion, (2) Multiple univariate tests followed by Pillai's criterion which consist of t tests in case the independent variable is varied at two levels, and consist univariate
analyses of variance (ANOVA) in case the independent variables is varied at more than two levels. When the F ratio is significant, it would be followed by Scheffe’s post-hoc comparisons.

The correlational analysis employed in the present study are (a) usual bivariate correlational analysis and (b) canonical correlations and redundancy analysis. These statistics were used to see the correlation among psychological variables, correlation among demographic variables, and correlations of demographic variables with psychological variables respectively.

The detailed results were presented in Chapter IV. The results were discussed in detail in Chapter V.

_Hypotheses presented in Chapter-I were tested against the results obtained and the following conclusions were drawn_

1. Supervisors experience more job role stress than the managers
2. There is no difference in achievement motivation between managers and supervisors.
3. Managers are significantly high job involvement than the supervisors.
4. Males and females experience same level of job role stress
5. There is no difference in achievement motivation between males and females
6. Significantly superior job involvement is observed among males than females
7. Graduates experience more role ambiguity than postgraduates
8. There is no difference in role ambiguity between graduates and undergraduates.
9. No significant effects of education were observed on role conflict and achievement motivation.

10. Job involvement was observed more on postgraduates than the graduates.

11. No significant differences were observed on job involvement between undergraduates and graduate and between postgraduate and undergraduates.

12. Unmarried subjects have superior role ambiguity to that of married subjects.

13. No significant differences in role stress and achievement motivation were observed between unmarried and married subjects.

14. Married subjects have significantly high job involvement than the unmarried subjects.

15. The monthly income has an insignificant effect on role conflict and job involvement.

16. Low-monthly-income group experience more role ambiguity than the middle-income group as well as high income group.

17. Middle-income group has significant higher achievement motivation than the high-income group as well as low-income group.

18. Non-stockholders experience more role ambiguity than the stockholders.

19. No significant differences were found on role conflict between non-stockholders and stockholders.

20. No significant effects of non-stockholdership and stockholdership were observed on achievement motivation.
21. Stockholders have significantly higher job involvement as compared to non-stockholders.

22. No significant difference were observed on job role stress, achievement motivation and job involvement between non-first-born and first-born subjects.

23. Achievement motivation were negatively and significantly related with role ambiguity.

24. Job involvement correlated negatively and significantly with role ambiguity.

25. Achievement motivation and job involvement were positively and significantly related.

26. Age were negatively and significantly related with role ambiguity.

27. Age correlated positively and significantly with job involvement.

28. Number of children correlated negatively and significantly with role ambiguity and role conflict.

29. Number of children correlated positively and significantly with job involvement.

**SUMMARY OF THE FINDING**

1. Negatively and significantly correlation were found between n-Ach and role ambiguity; and between number of children and role stress, whereas the positively and significantly correlation were found between n-Ach and job involvement, age and job involvement and between number of children and job involvement.
2. Supervisor experience more role stress than the manager. Managers were high in job involvement as compared to the supervisors.

3. Graduates experienced more role conflict than postgraduates whereas the latter more involved in job than the former. Unmarried and nonstockholder subjects are having more role ambiguity as compared to their counterparts. Low monthly income group manifest role ambiguity than the middle as well as high income groups.

4. Superior n-Ach was developed by middle-income group than the low as well as high income group, male, married and stockholder subjects were seem having more job involvement than their counterparts.

SUGGESTIONS

Following suggestions need to be taken into consideration before generalizing the find.

1. There is likely to be latency between many of the causes and effects involved in occupational stress, and such latencies are likely to vary among the many different pairs of cause and effects. Variables associated with stress in the workplace range from individual worker, to the immediate work environment and even to the entire organization. Role ambiguity, role conflict, achievement motivation and job involvement are psychological constructs. To bring about change in the desired direction with respect to these variables in the employees, psychological approach would be need rather than a specific demographic background.
2. The field of stress research, perennially replete with competing terminologies and conceptual models, is itself a rich source of intellectual stressors. This problem probably arises from the study of a topic and the use of a word that is so intuitively interesting and popular among the general populace. This problem needs to be taken into consideration.

3. The understanding the sources of managerial pressure, in this present study, is only the first step in the stress reduction. Next it must begin to explore ‘when’ and ‘how’ to intervene. Stress was lowest when environmental demands and supplied perfectly matched the individual’s motives and abilities. There are a number of changes that can be introduced in organizational life to begin to manage stress at work. Psychologically growing awareness and documentation of how an individual worker’s response to environmental stressors accords with a similar growing awareness in other areas of research. In this way, the practitioner could have designed a multidimensional approach to intervene in helping employees deal with stress.

RECOMMENDATIONS FOR FURTHER STUDY

1. A longitudinal study on occupational stress should be conducted to justify stronger inference about causality over an extended period of time. This can lead to quite inaccurate conclusions about the relative strength of potentially causal relationships among different pairs of variables.
2. Other various aspects of job role stress like self-role distance, inter-role distance, role isolation, personal inadequacy, role erosion etc can be studied.

3. Future research should consider other professional managers / supervisors as well as other levels of employees as subjects viz., public and private sector, bank professionals etc.

4. Personality traits, job satisfaction, organizational commitment and other psychological constructs may be included