CHAPTER – VI
CONCLUSIONS
AND
RECOMMENDATIONS
ABSTRACT

Chapter six would be on conclusion which would specify about the way the entire research was conducted and the end result of the same. The hypothesis which has been framed earlier would be treated as positive and negative. The conclusions of this section would be drawn from the different sections of this thesis. Limitations of the study would be expressed by the researcher. Future implications of the study would also be highlighted by the researcher followed with recommendations from the study for future prospects keeping in view of public sector organizations and private sector organizations would be presented by the researcher.
6.1 INTRODUCTION

A few concluding thoughts may be drawn from the research undertaken by the researcher of organizations' corporate and business ethics across organizations. The extensive research undertaken argues that organizations' corporate and business ethics across organizations should be seen as continuous and iterative. There is no actual end of it, but a constant ethical attention and revision of organizations' business practices across organizations is needed. The areas and sub-areas of the research underpin the dynamics of this complexity as they provide support on how to develop, manage and evaluate organizations' ethical business practices across organizations.

We contend that the introduced conceptual framework of organizations' corporate and business ethics across organizations makes a contribution to the creation and examination of ethical structures, ethical processes and ethical performance in organizations. The framework rests upon the challenge of combining the ethical concerns in business practices taking place between organizations with the ethical concerns in the marketplace and across the societies involved. Expectations and perceptions in the marketplace and across organizations in both public and private sector
initiate or trigger the underpinnings of the framework by determining what concerns should be addressed to achieve ethical business practices across organizations. The organizations' values, norms and beliefs considered in strategic, tactical and operational business practices should match these expectations and perceptions. They will be the fundament of internal and external perceptions that will be connected to an organization's achieved ethical performances. In turn, these perceptions underpin the evaluations that societies will subsequently undertake. It is important to recognize that ethical business practices across organizations are dependent upon the actions of staff and their behaviors and they therefore need supporting structures and processes. Consequently, organizations' corporate and business ethics across organizations is dependent upon the antecedents such as Altruism, Censoriousness, Curtsey, Sportsmanship and Civic Virtue. Organizations are interdependent and implicitly responsible together for the ethical performance across organizations as perceived in the marketplace and across societies. The globalization of business practices has led to organizations extending their spheres of influence across countries and different continents where the ethical values and principles tend to some extent to be different or variable to the organization's
country of origin. This is a major challenge to be managed in organizations' aspirations to act and behave ethically in the marketplace and across societies as all societies and marketplaces have their own culturally acceptable practices and societal expectations.

The major objective of this study was to examine the impact of ethics and values on OCB in public and private sector organizations of Uttar Pradesh. Among the demographic factors, gender, employment category, and the level of education had significant impact on OCB. The components of OCB viz., Altruism, Consciousness, Sportsmanship, Curtsey, and Civic Virtue were also found significant in influencing OCB especially in public sector organizations rather than private sector organizations. It can also be concluded that there is a significant difference between organizational citizenship behavior exhibition of employees in public sector and private sector organization. It also exhibits clearly that the mean of the Public sector organizations is greater compared to the private sector organizations.

This study also provides some evidence to support Organ and Lee, (2008) and Paine and Organ, (2000) assertion that the unique human resource values and capabilities that are reflected in work and value orientations could be considered as sources that create competitive
advantages. This is an increasingly critical attribute in these days of heightened competition in the global market place (Tierney et. al, 2002; Kidder, 2002). Finally, in the theoretical analysis of this study, we explored and argued that work values and ethics have strong motivational, psychological, and enduring characteristics, and thereby we could develop a theoretical foundation on which work values could be linked to OCB, which will be useful for future researchers as well. Theoretically, previous researchers have stressed the need to identify determinants of individual differences in OCB in relation to individual characteristics and work values (Moon at. al, 2008; Furnham et. al, 2005; Borman et. al, 2001; Podsakoff et. al, 2000) and in relation to developing countries (Chandrakumara and Sparrow, 2004; Budhwar and Debrah, 2001). By providing some important empirical evidence towards these ends, the study as a whole provides a significant contribution to the theories and application of Ethics and work values and OCB.

6.2 SUMMARY

Chapter 1: The researcher from the various readings in newspapers, journal and other credible sources of information, understood that there has been indeed lot of studies that has been taken place in the context of
U.S and other European countries, however there has been hardly or limited studies have been in the context of Asian countries especially in the context of India. The studies have not been constructed in spite of the threats out of which some ethical concerns as mentioned in this chapter yet there are hardly any research undertaken in Indian context therefore the researcher with the observations that he had made from the various studies mentioned above reached into a conclusion that a study on Ethics on OCB is the need of the hour especially in Indian context.

Chapter 2: The researcher at the end of this chapter could realize through a wider reading from various credible sources of information that ethical work climate has earned a secured tool in organization. If ethical climate is embedded in organization's leadership, culture, socialization, communication, and corporate ethical code, it can shape ethical behavior and guide employees in ethical decision making. The establishment of ethical work climate should be encouraged because it can create the positive of side of worker attitude. Ethical reinforcement can result in greater organizational citizenship behavior.

Chapter 3: This chapter made the researcher understand that this thesis is designed to make two contributions viz., OCB and Business Ethics theories. It provides both empirical evidence and a theoretical
explanation of those Business Ethics that can be considered as motivators or antecedent of OCBs. It also contributes to the growing body of knowledge and empirical findings relevant to Business Ethics and OCBs in the context of developing countries/country such as India. The researcher after going through the past studies on the subject area could gather a wider knowledge on this area and could substantiate with empirical evidences.

Chapter IV: The researcher before writing this chapter had only very nascent idea on research methodology, and was quite skeptical to write this chapter, however the researcher made an honest attempt to read various peer reviewed research papers, couple of thesis on this area and could grasp some knowledge on the variables to be chosen for this study. The researcher refereed some books on Research Methodology especially the book on Saunders, (2007) and could understand which sampling method to choose for this study along with the reason to choose the survey strategy. The dependent and independent variables mentioned was chosen by the researcher keeping in view the empirical evidences presented by the prior studies to increase the credibility of the variables chosen for this study. Finally the last phase of the study is
devoted on critical analysis of data and presentation of findings obtained during the course of investigation.

Chapter V: The researcher before start of this chapter had no clue on the statistical results and its interpretation, however an honest attempt has been made by the researcher to present the interpretations of the results derived from the collected data. The results signifies that there is indeed a significant difference in the degree of organizational citizenship behavior of employees in public sector and private sector organization with ethics on Organizational citizenship behavior also has significant impact on employees in public and private sector organizations. A one way between groups analysis of variance was conducted to explore the impact of components of OCB on all the three levels of management i.e., top level management, middle level management and lower level management with a varied results of either significant or insignificant of the components of OCB.

The results indicated on various calculations the components of OCB such as Altruism, Consciousness, Sportsmanship, Curtsey and Civic Virtue indicated and found significant on an aggregate for various calculations especially, the calculation of Correlation found significant on all the components of OCB. However, on an aggregate the findings
suggest that there is a direct and positive relationship exists between altruism, consciousness, curtsey, sportsmanship and civic virtue and OCB.

6.2 LIMITATIONS OF THE STUDY

The researcher has confronted to some possible limitations to this study are;

- The cross-sectional nature precludes assessment of causality, leading to limited value in cause and effect relationships.

- The sample of technical and non-technical salaried workers may not be representative of other groups.

- Unionized, less educated or hourly employees may have different perceptions of OCB and different predispositions to develop psychological contracts. Participation in this study was voluntary, and good citizen employees may have responded more readily than others, resulting in a sample bias.

- Statistical analyses are conducted on self-reported statements. Though the respondents were assured of confidentiality and were requested to be frank in their response, yet the chances of possible bias can - not be denied on account of the individuality.
• There is indeed a cultural context and it differs from organization to organization along with other factors vary from company to company, and therefore suitable consideration has to be given before the results of this study are applied elsewhere.

6.3 DIRECTIONS FOR FUTURE RESEARCH

Based on our findings, we recommend future research be conducted on the relationships between other organization situation context variables, ethical behavior, and OCB.

Organizations

• In light of the recent business environment, showing strong relationships to outcome variables such as ethical behavior and OCB can serve to encourage organizations to focus more on the situational antecedents rather than only looking at personal characteristics of individuals when assessing ethical behavior.

• Work life balance is also an area which is challenging in today’s competitive corporate environment especially in Hospitality, IT, ITES, Banking sector. Future researcher can be encouraged to do a study on these sectors to know the degree of significance of OCB.

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- More research should be conducted to better understand the antecedents of ethical behavior and justice within the organization.

- Present study could not identify any absolute component of OCB. All the five components of OCB were found to be significantly correlated with each other. Therefore, for further research, it is essential to find out the distinct pattern of the components of OCB.

- Efforts may be made to experimentally introduce the component in certain controlled conditions. In future studies other variables such as organizational commitment, organizational justice, involvement etc., can also be considered for ethical behavior can also be taken care off.

- The researcher also felt that for future research, a situational perspective (different organizational culture context), should investigate the impact of individual level constructs and how they may act to moderate/mediate the relationships.

- One such construct might be person–organization fit, which might shed light on the impact of an unethical (ethical) environment on
those employees who have a tendency towards ethical (unethical) behavior. These moderating relationships could be investigated in order to provide managers with a more robust understanding of how ethical behavior and OCB can be encouraged within organizations.

- The researcher also believes the proposed link between ethical behavior, OCB, and firm performance should be explored. As stated previously, while increasing ethical behavior should be a positive outcome in and of itself, any additional evidence of how other firms in different sectors can increase their performance should be explored more fully.

- The researcher also felt that future study can also be in the area of the respondents differentiating in their behaviors with rewards and recognitions as well. Employees motivational perspective can also be taken into consideration.

- Future studies can also be encouraged with significant theoretical and pragmatic value would be to determine variables like (team-member exchange, socialization, etc) and their relative efficacy, that cause the migration from discretionary to required behavior.
REFERENCES


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