In the previous chapters we concentrated on dealing with the concepts regarding the variables employed, the literature available, the design, methods and procedures and result adopted in this study. In the present chapter investigator will attempt to analyse and discuss the results recorded in the previous chapter in the light of literature available in the field.

It is a well known fact that productivity of the worker is influenced not only by physical and material factors but also by the psychological and social factors and his job environment. The very fact that industrial psychology started with the idea of searching out various ways and methods that can be used to increase production of workers and company as a whole speaks for the importance of the problem (Brayfield and Crochkeit; 1955, Steers; 1975, 1977, Vroom; 1964, Porter and Lowler; 1968, Locke; 1970, Lodahl and Kijner; 1965, Weissenberg and Grunfeld; 1968, Lawlerr and Hall; 1970, Bass; 1965, March and Simon; 1968, Katz and Kahn; 1966,
In the present chapter as suggested previously, it is aimed to study the influence of Role conflict, Role ambiguity on adjustment and performance of Bank officer and for this purpose, a 2x2x2 factorial design, Factor analysis, correlation were employed by taking the two level viz, high and low, of the each indepent variables for measuring their influence on adjustment and performance. The statastics employed on dec-system-logo. Computer for processing the data obtained by psychometric devices are mean, SD, corrletion, factor analysis “T-test” reggresion and one way ANOVA.

From the results presented in table 1 we observe that mean and, S.D. of all variables i.e. Role conflict, Role ambiguity, Health adjustment, Home adjustment, social adjustment, emotional adjutment, total adjustment and performance. The “T-test” was used to find out the significance of difference between high and low Role conflict and role ambiguity and areas of adjustment an performance. It was found that there are significance difference between high
and low groups different areas of adjustment i.e. emotional, health social, home and role conflict. Same resulty was also found in the different areas of adjustment and role analysis.

Further, factor analysis has also been computed to find out the effect of role conflict and role ambiguity on adjustment and performance of Bank Officers.

The obtained value of factor-analysis is significant beyond low level (Table 2)

This confirms the idea that high role conflict, role ambiguity produced low adjustment in different areas excluding social adjustment and low performance. Thus we found low performance and low adjustment due to high role conflict and high role ambiguity. The “T-test” has also been computed to compare the number of employees of high performance groups and low groups.

The value of “T-test” is lowly significant. This indicates that high performance group has significantly differ then low performance group correlation coefficient (pearson correlation) between Role conflict, Role ambiguity and
adjustment (i.e. health, home social emotional and total adjustment and performance) were computed and It was found that Role conflict and role ambiguity both independent variable, are closely related with adjustment i.e. health, home, emotional and total excluding social adjustment. D.V. Role conflict and Role ambiguity both independent variables are also closely related with performance. Thus we found that high role conflict and high role ambiguity produced low adjustment (health, home, social, emotional and total) and low performance in bank officer produce low adjustment i.e. health, home, social, emotionaly and performance.

In Indian context some studies were also conducted in this areas. Pandy and Prakash (1984) conducted a study to see the relationship between achievement motivation and satisfaction and they found that there are positive relationship between achievement motivation and satisfaction, Pandey (1990) conducted a study to see the effect of work load, role ambiguity on performance and negative significant relationships was found. In this way, It may say that similar results were also found by other researchers in their previous studies. Pandey (1990) also conducted a study
to see the relationship between role ambiguity and role conflict with performance and negative relationship with performe were found.

The one way ANOVA indicates that independent variable i.e. Role conflict affects the dependent variable i.e. differant areas of adjustment and performance excluding social adjustment. Effects of role conflict was not found on social adjustment. Thus we found low level of adjustment due to high role conflict. It was also found in this study that high role ambiguity review of the researches done with regards to satisfaction and performance have indicated that the relationship between these two variables is not simple. In most of the studies it was negative but in some of the studies, positive relationship was also observed (Brayfield and Crockett; 1955, Vroom; 1964).

In a recent study Singh and Srivatava (1979) have obtained a correlation co-efficient of +.60 (PC. 01, N = 150) between job satisfaction and performance. In the light of some other research findings, one can conceivly think the variations in correlation co-efficients discuss in the reviews of Brayfield and Crockett (1955) and Vroom (1964) may be due to
moderating effect of work environment. For example, presare to produce (Evan; 1973), higher order need strength (Hackman and lawler, 1971); type of reward system (Kesselman, Wood and Hagen, 1974) or the effect of personality or work orient of the individual employor, such as his Health adjustment (Wood, 1974) can be power modrating influences.

Keeping in view of these studies, the results of the present part of the study show that the highly role conflict have not favourable attitudes towards various aspects of Health, Home, Emotional, Social relations and adjustment.

This findings shown that employees of high role conflict (overall) group have significantly lower performance scores as compared to employees of low Role conflict (overall) group. thus first hypothesis of this study are accepted.

The entire sample has also been divided into two categories (i.e. high and low) on the basis of the scores obtained for each of the four areas of adjustment (viz. Health, Home, Social, emotional and total performance).

The performance scores of High role conflict (health) and low Role conflict (health) groups have been
recorded in table 3. High Role conflict (He.) group has lower level of performance scores in comparision to low role conflict (health) groups. The (R. is significant beyond .05-R.C. level). This shown that HR.C. (He.) group has significantly lower performance ascores as compared to low Role conflict (He) group.

The value of T-test is significantly higher beyond .01 level excluding some areas. T-test demonstrates that HR.C. (Health) group has significantly lower number of employee of HR.C. as compare to LR.C. (Health) group which has significantly higher number of employees of HR.C.. Similarly, LR.C. (He) group has significantly lower number of workers of L.R.C. than the number of employees of L.R.C. in HR.C. (He) group.

Analysis of the results of this part of the present study in the light of above researches, it is obvious that the employees who have lower role conflict with various aspect of health performance both are well adjusted in Bank employee.
They are not able to perform the task with full capacity causing their health performance level to be low.

Thus, employees of HR.C. (Health) group have significantly lower performance level than employees of L.R.C. (Health) group. This findings is also support in first hypothesis another areas of adjustment and role conflict’s results are given in following paragraphs.

It is apparent from table 4 that the employees of H.R.C. (Home area) group have lower performance scores in comparison to employees of L.R.C. (Home) group. The L.R.C. is significant beyond 0.01 level. (Table 4). T-Test also shows similar results. That employies having lower R.C. (Home) have performance & are weel not adjusted.

The co-efficient of correlation between the job adjustment score of Home area and performance is not significant and negative. This means that when the employees are not satisfied in the Home area they do not do good work.

Similar type of results were also obtained in studies by Rizzo, House and Lirtzman (1970) examined role
conflict and ambiguity they found that both tended to correlate (a) weakly by positively with anxiety and propensity to leave the organization and (b) negatively with enfluence in organization. Hence, in apperars the Role ambiguity and Role conflict result in unersirable consequences for organization members and likely. Therefore, for the organization itself. Some contradicory finding regarding the role conflict and ambiguity variables have been reported. While Rizzo (1970) found role on correlated significantly with low satisfaction and role conflict. This finding contrasted with Tost (1971) study which found just the opposite no relationship between conflict and satisfaction.

The employees of H.R.C. (Home area) group of the present study find themselves that significant negative relation were found between role conflict with performance. Role conflict (Home area) high role conflict produce low adjustment and low performance.

Thus, their performance level becomes low as compare to employees of H.R.C. (Home) group who can perform the work with not satisfactions with home aspects causing their performance level to be low.
The performance scores of HR.C and lower role conflict groups in the social relations area have been shown in table 3. It is obvious that high role conflict (Social relations area) group has normal performance scores.

It indicates that high role conflict and L.R.C. group do not have significant different performance scores.

The value of “T-Test” is significant beyond .01 level. This shows that HR.C. (s.r.a.) group has significantly number of employees of HR.C. as compared to the number of employees of in L.R.C. as compared to the number of workers of lower role conflict in H.R.C. (s.r.a.)

The coefficient of correlation show that the relationship between job adjustment (s.r.a.) and performance is significant and positive. This proves the idea that high job adjustment in the social relations area is accompanied with high performance level. Employees of high R.E. (s.r.a.) group have favourable relations with neighbours friend, associates and towards other people in community. They participate in social activities and get together programmes and have normal sociability power. These employees do not have any tension or problem at the
time of performing the tasks, hence, do the work with full capacity resulting in normal performance level.

Result of the present part of the study is consistent with Pestojee’s (1973) conclusion that productivity of employees is not totally influenced by their e.r. states.

The value of “T-Test” is highly significant beyond .01 level. This show that H.R.C. (He+Ho area) group has significantly higher number of employes of HPG in comparision to the number of employes to HPG in Lr.c. (He+Ho area) group. It is also obvious. That l.r.c. (he+Ho area) group has significantly lower number of employes of LPG as compared to the number of employes of LPG in Lr.c. (He+Ho area) group.

The effect of role conflict on bank officers performance was also observed in this study and it was found that high level of role conflict of bank officers produce low level of performance.

This type of findings was also found previously in the study of Pandey’s Prakash (1986). Thus first hypothesis of this study also accepted.
Keeping in view of these studies, the results of the present part of the study show that the high role ambiguity have not favorable attitude. Thus, Second hypothesis of this study are accepted.

The entire sample has also been divided into the categories (i.e. high and low) on the basis of the scores obtained for each of the four areas role ambiguity of adjustment (viz, Health, Home, Emotional and total adjustment).

The adjustment scores of high role ambiguity (Home) and low role ambiguity groups have been recorded in table 3. High role ambiguity (Home) group has lower level of performance scores in comparison to low role ambiguity (Ho) groups. The C.R. is significant beyond 0.01 R.a. level. This shows that H.R.a. (Ho) group has significantly lower adjustment score as compared to low role ambiguity (Ho) group. The value of C.R. is significantly higher beyond 0.01 level excluding some areas as like social area.

Analysis of the results of this part of the present study role ambiguity also affects the dependent variable i.e. total adjustment its different areas are performance
excluding social adjustment. Thus, this table also indicates that bank employees performance and their adjustment are closely related with role ambiguity high level of role ambiguity are responsible for poor unsatisfactory adjustment excluding social adjustment.

The results of this study also indicates that high level of role ambiguity also affects the adjustment and its areas. Bank employees who have high level of role ambiguity their adjustment i.e. home, emotional, health, were found very poor excluding social adjustment. This type of resulty were also reported in previous studies (Pandey, 1986).

Thus, the second hypothesis of this study was also accepted.

In the recent study Singh and Srivatava (1979) have obtained a corelation co-efficient of +.60 (PC 01^0, N=150) bet ween job satisfaction and performance.

In the light of some other research findings, one can concivably think the variations of Bray field and crockett (1955) and Vromm (1964) may be due to moderating effect of work environment, For example, pressure to produce (Hackman and Lawler, 1971), type of reward system
(Kesselman, wood and Hagen, 1974) or the effect of personality or work oriented of the individual employer such as his emotional performance (wood, 1974) can be powerful moderating influences.

Keeping in view of these studies, the results of the present part of the study show that the highly role ambiguity employes have not favourable attitudes towards various aspect of Health, Home, Emotional, Social relations and performance.

This findings shows employes of high role ambiguity (overall) group have significantly lower performance scores as compared to employes of low role ambiguity (overall) groups.

Thus, third hypothesis of this study are accepted.

The performance scores of H.r.a. ambiguity and low role ambiguity groups in emotional performance area have been shown in table. 4.

It is obvious that H.r.a. (E.a.) group has lower performance scores as compare to lower R.C. (e.a.) group.

This demonstrates that Hr.a. and l.r.a. groups do have significantly different performance score. The value of “T-
Test" is lowly significant beyond .01 level (Table 3). This show that H.r.a. (e.a.) group has significantly lower number of employes of low E. area in l.r.a. (e.a.) group. Similarly low r.a. (E.a.) group has signifcatly higher number of employes of l.e.a. as compared to number of employes of L.e.a. in Hr.a. (e.a.) group.

The coffient of correlation shows that the relationship between job adjustment (e.a.) and performance is not significant. This proves that above table indicates that significant negative relations were found between role ambiguity. Health, Home, Social, Emotional and Total performance excluding social performance.

The effect of role ambiguity as performance of bank employees were also found that poor performance of bank employees was observed due to high role ambiguity on the basis of this study. It may concluded that high level of role ambiguity of bank officers have low levela of performance. This type of results were also found previsaly i.e. Pandey (1986).

Thus, the third hypothesis of this study was in accepted.
Keeping the view of these studies the results of the present part of the study show that highly role ambiguity have not favourable attitude towards various aspects of Health, Home, Emotional, Social relation and adjustment. This finding shows employes of high role ambiguity (Overall) group have significantly lower adjustment scores as compared to employes of role ambiguity (Overall) group.

Thus, fourth Hypothesis of this study are accepted.

The entire sample has also been divided into two categories (i.e. high and low) on the basis of areas role ambiguity of adjustment.

The adjustment scores of high role ambiguity (Health) and low role ambiguity groups have been recorded.

High role ambiguity (He) group Hr.a. comparison to low role ambiguity (He) groups. The C.r. is significant beyond 0.01 R.a level.

This shows that H.r.a. (He) group has significantly lower adjustment score as compared to low role ambiguity (He) groups.

The value of C.R. is significantly higher beyond 0.01 level excluding some area as like social area.
Analysis of the results of this part of the present study role ambiguity also affects adjustment.

Thus, this Hypothesis also indicates that bank employes performance and their adjustment are closely related with role ambiguity high level of role ambiguity are responsible for poor unsatisfactory adjustment excluding social adjustment.

In this study, it was found that bank officer’s role conflict affects their adjustment excluding social adjustment.

It may also observed that bank officer who have high level of role conflict their were poor in each area of adjustment i.e. health, emotional, home and total adjustment. This type of results also found in previous studaies i.e. Pandey (1986).

This fourth hypothesis of this study is accepted.