CHAPTER-V

CONCLUSION & SUGGESTIONS

CONCLUSION

In the preceding chapter IV, the findings obtained by running step-wise multiple regression analysis to the data were discussed. Detailed discussion of the result was given by describing the two tables, showing ANOVA and other highlighting Coefficients i.e. predictors of dependent variables. The present chapter V is meant to conclude the findings on the basis of the entire empirical work on the problem entitled, “A Study of work Satisfaction and Absenteeism in Relation to Perceived Fairness, Work Culture and Locus of Control”. It suggests direction in the light of pros and cons of the present investigation that must be taken care of in similar future endeavours.

The overall picture of the findings reveal that equal training opportunities (V_{11}), equal opportunities for promotion (V_{14}) and equal task / work responsibility (V_{16}) have emerged as significant predictors of work satisfaction and its facets in different combinations. As it is quite obvious that perceived fairness towards
organization will be instrumental in enhancing employers' motivation, loyalty, commitment and involvement towards work which ultimately heighten the satisfaction limit.

The findings also advocate that the perceived fairness is inversely related with absenteeism which is again logical as positive attitude towards employers on organization as a whole could motivate people to be present in the organization at the time of duty for sharing their responsibilities efficiently causing reduction in the frequency of absence.

So far as work culture is concerned, the few dimensions pertaining to work culture like mutual trust ($V_{19}$), organization climate ($V_{21}$), synergy ($V_{22}$), autonomy ($V_{24}$), organizational belongingness ($V_{26}$), confrontation ($V_{27}$), and pro-action ($V_{28}$) emerged as significant predictors of different facets of work-satisfaction and absenteeism in different combinations. Such patterns of the findings obtained as work culture is one of the components to develop and enhance sense of satisfaction and commitment among the employees as conducive work culture is the pre-requisite for high motivation and sense of sharing responsibilities well. The above mentioned predictors were also found to be significantly
related with absenteeism which is quite genuine as humanized work culture where employees could feel free and therefore motivate them to be present on-duty most of the time unless there is no such emergency. So the work-culture and its various facets are instrumental in reducing the frequency of absence.

It is surprising to note that the locus of control was not found to be a significant predictor of any of the facets of work satisfaction, although, it was presumed that it would have significant influence on work satisfaction and absenteeism. Since Step-wise Multiple Regression Analysis (SMRA) only gives entry to those variables, which have relatively high correlation values, stops or prohibits the entry to those variables having low correlation values, so, the variables having only high co-efficients one taken in the equation and rest were left, hence, uncommonly picture emerged which is surprising.

**SUGGESTIONS**

Researches and explorations are the continuous processes and pave the way for future studies. In the present investigation it was realized that there are certain gaps to overcome for which further studies must
be undertaken in which samples should be chosen from various hierarchical levels as well as from various other non-nationalized banks for widening the generality of results. Such studies must also be conducted on other sample group especially employees working in the industrial productive organizations.

Moreover, for exploring the interactional effects of various variables we could use ANOVA & MANCOV.
SUMMARY

The aim of the present endeavour is to conduct "A Study of Work Satisfaction and Absenteeism in Relation to Perceived Fairness, Work Culture and Locus of Control".

In present day world, there has been a cry for humanizing the work environment for enhancing the efficiency of employees and motivating them towards work leading to organizational growth and expansion.

The entire work leading to Ph.D. thesis is presented in five chapters. Chapter I “Introduction” deals with the meaning and concept pertaining to work satisfaction, absenteeism, perceived fairness, work culture and locus of control. The term work/job satisfaction was introduced by Hoppock in 1935. It is a pleasurable or positive emotional State resulting from the appraisal of one’s job/work experience. The positive emotional state could be highly contributive to an employees’ physical and mental well being and ultimately developing job motivation and environment. Job satisfaction is probably the most widely studied area in the field of organizational psychology and its literature indicates that it is related to both on-the-job and off-the-job factors.
Another dependent variable, absenteeism which is inversely related with the efficiency of employees could be defined as an unauthorized absence from work. According to Jones et al. (1973) absenteeism raises two principle problems from a psychological point of view. One of the problems is elaborated as that it is a voluntary behaviour whereas, the other dimension of the problem is determined from the relationship between absenteeism and work-satisfaction. Further, this chapter also includes the description of independent variables.

The first independent variable is perceived fairness which has been taken for discussion and is presumed to play the role in enhancing satisfaction level at work leading to have a reducing effect on absenteeism.

Further, the next independent variable is the work culture which has occupied the greater importance in the present day world of work. Culture is a man made part of the environment which certainly affects the working and behaviour of employees. Culture can be defined as the assumptions, underlying transaction with nature and other related phenomenon. Hence, it is imperative to produce very congenial, suffocation-free atmosphere which is directly instrumental in enhancing the performance and
ultimately move the organization’s wheel towards development and growth.

The last independent variable is the locus of control (LOC) which has been discussed in detail. This personality variable consists of two dimensions viz. external and internal control system in an individual which is found in an individual dominated by either of the two. These two external and internal ones are likely to have varying influence in experiencing satisfaction-dissatisfaction on control over the frequency of absenteeism.

Chapter II deals with the “Review of Literature”. It contains both the theoretical and empirical works related with work satisfaction, absenteeism, perceived fairness, work culture, and locus of control. After reviewing the literature, the non-availability of studies related with the present investigation was realized, hence, null hypothesis was formulated for the present investigation.

Chapter III incorporates the “Methodology” of the study. The study has been conducted on the sample group of Bank clerks, randomly taken from various Nationalized Banks at Aligarh (U.P) and Ratlam (M.P). For measuring
work satisfaction, Porter’s job satisfaction scale has been used.

For measuring absenteeism a self developed scale consisting of 3 items has been used. For measuring locus of control, Rotter’s scale has been used. For checking the level of perceived fairness, self-developed scale has been used and for measuring work culture, organization culture scale developed by Dr. Nasheed has been used and in order to draw certain inferences Stepwise Multiple Regression Analysis (SMRA) has been run.

In chapter IV, “Results and Discussions” are presented, whereas, in chapter V, the “Conclusion” drawn has been discussed alongwith certain humble “Suggestions”. The conclusion of the findings advocates that few dimensions of perceived fairness viz. equal training opportunities ($V_{11}$), equal opportunities for promotion ($V_{13}$) and equal task/work responsibility ($V_{14}$), have been used and were found to be significant predictors of work satisfaction and absenteeism, whereas few facets of work culture, viz. mutual trust ($V_{19}$), organizational climate ($V_{24}$), Synergy ($V_{22}$) autonomy ($V_{44}$), organizational belongingness ($V_{26}$), confrontation ($V_{28}$) and pro-action ($V_{29}$), have emerged as significant
predictors of different dimensions of work satisfaction and absenteeism in different combinations. On the other hand, the locus of control (LOC) has not been found to predict any of the facets of work satisfaction and absenteeism. This chapter incorporates certain humble suggestions in the light of the observations and experiences held by the investigator during the course of the present investigations which deserve attention in future studies.