5.1. SUMMARY AND CONCLUSIONS

This study has revealed certain interesting and, at times, disturbing results. The purpose of the study was to understand the factors that affect the human resources development in government institutions. Briefly, the results are -

H.1 Individuals who perceive that the climate of the organisation is challenging and the job has content, experience more motivational satisfaction. Lack of role discretion and alienation meaning result in both motivational and hygienic dissatisfaction.

H.2 Perceived stress due to role erosion results in both motivational/hygienic satisfaction dissatisfaction. Role isolation stress affects motivational satisfaction and motivational/hygienic dissatisfaction. Stress on account of role stagnation, role expectation conflict, personal and resource inadequacy is related to motivational dissatisfaction. Personal and resource inadequacy is related to hygienic dissatisfaction.

H.3. M.D. (Motivation and distortion) factor of the
16PF scale is related significantly to motivational and hygienic satisfaction. Factor B (intelligence) is negatively related to motivational and hygienic satisfaction and motivational dissatisfaction.

Persons high on Factor F (surgency vs desurgency) who are enthusiastic, cheerful and frank are more satisfied as well as dissatisfied both on motivational and hygienic factors.

Persons who are conscientious (Factor G: casual vs conscientious), sophisticated (Factor N: simple vs sophisticated) and who are insecure (Factor O: confident vs insecure) are motivationally more dissatisfied. Persons who are conservative (Factor Q.1: conservative vs experimenting) are more motivationally and hygienically satisfied and dissatisfied.

H.4 This hypothesis has not been proved. There were no significant relation between internal/external locus of control and motivational/hygienic satisfaction dissatisfaction.

H.5 Individuals with more years of experience are more satisfied as well as dissatisfied both motivationally and hygienically than persons who have
less experience in the organisation. There is a negative correlation between educational Qualifications and motivational/hygienic satisfaction + motivational dissatisfaction.

H.6 Group I (staff) perceived more role clarity than the other two groups. Regarding micro climate, group III (direct recruit officers) perceived the climate to be significantly more congenial than group I on the three dimensions of alienation content, alienation meaning and alienation social. Group III also differed significantly from group II (officers) on alienation social.

H.7 Group I differed significantly and had lesser perceived stress from groups II and III on inter role distance, role overload and role isolation dimensions of role stress. However, it perceives more stress on account of role erosion.

Group III perceives more stress due to role isolation and resource inadequacy, than the other two groups.

On role expectation conflict and personal inadequacy, groups I and II differ significantly.
On self role distance, group III has significantly higher perceived stress than group III.

H.8 There are significant differences in the personality dimensions between the three groups on intelligence (B); submissive vs dominant (E); surgency vs desurgency (F); casual vs conscientious (G); conventional vs eccentric (M); sophisticated vs simple (N); stable vs tense (Q.4). Group I was more intelligent, enthusiastic, casual, sophisticated, stable than group II, whereas group II was less intelligent, more submissive, more conventional, more conscientious than group III.

Group III emerged as more intelligent, more dominant, more casual, bohemian than group II.

H.9 Group II was more satisfied as well as dissatisfied than group III both on motivational and hygienic dimensions. Group I also differed significantly from Group III on hygienic satisfaction and motivational dissatisfaction.

H.10 Group I differed significantly from groups II and III. It had persons with more internal locus of control than the other two groups.
H.11 The high performers experienced significantly more motivational and hygienic satisfaction than the groups of low performers.

H.12 The group of high performers perceived significantly more stress due to role stagnation, self role distance and role ambiguity than persons with low performance. Though the other differences on role stress were not significant, the high performers had scored higher than the other group.

H.13 Except on the Factor of Q.2, (dependence vs self sufficiency), there were no significant personality differences between the two groups.

H.14 This hypothesis was not proved. There were no significant differences between the two groups on the various climate factors.

5.1. IMPLICATIONS

Understanding the individuals working in an organisation is a prerequisite for an effective organisation. The management of any organisation must become more conscious of what the employees want. They ought to understand the personalities of their workers and have essential information, both of their potential
and limitations. The institutions aim should be to see that the individual works at his/her full potential regardless of that individual's level in the organisation. It is seen that challenging climate results in more satisfaction. Similarly, if the job has content, it is more satisfying. Thus the organisation's aim should be to make the jobs more meaningful and challenging. Role erosion has emerged as a major perceived stressor. The aim of the organisation must be to enrich the roles rather than to make the roles less meaningful. That persons who are intelligent and educationally better qualified are not motivationally satisfied is a very disturbing result. It calls for effective and immediate intervention.

The staff members perceive more stress due to role erosion. The results of the study focus on the need for job enrichment of these persons. Specific intervention programmes are called for. That the direct recruit officers perceive role isolation is again a troubling result. They have to get along and get work done from their subordinates as they are at the supervisory and middle management levels. If there is lack of trust and resentment, it may not result in effective performance. Tannen-Baum (1966), had stated that hierarchy is divisive, as it creates resentment, hostility and opposition. Hence, the organisation must
strive for a flatter structure where people are given work to suit their ability and interest, rather than because they are occupying a particular position in the hierarchy. This is a very difficult task facing any organisation and without the commitment and support of the top management, no progress on this point is possible and no training programme is likely to be successful.

One very important result of this study is that the persons who are high performers are significantly more motivationally and hygienically satisfied than group of low performers. This indicates that if the performance of the individuals improve, it would result in better quality of work life.

The complexity of human beings is brought out by the high performers perceiving higher stress. Whether the situations are more stressful or perception of stress lead them to perform better is an area which requires further study and has highly significant implications.

5.3. LIMITATIONS

Though the study has successfully identified some of the factors affecting human resource in a government organisation, these results have to be implemented.
The study highlights the areas where interventions are called for. Hence, the top management must study and consider specific interventions.

The concept of stress has emerged as very complex. Further, indepth study of this concept is called for.

Leadership and commitment of the employees to the organisation has not been studied. These areas could also be investigated.

5.4. SUGGESTIONS FOR FURTHER STUDY

After identifying the areas, implementation is necessary. Certain specific programmes like job enrichment may be implemented and the actual success or failure studied. For this the involvement of top management is a must. Without its active support and interest no programme of change can be successful.

Further, role stress may be studied in depth to understand both its positive and negative effects. As the present study was exploratory in nature, it only brought out the fact that role stress cannot be merely given a negative connotation and considered for its adverse effects only.
Certain correlation between the stress and climate and locus of control and stress and personality come to fore in this study. Further study into these areas could be considered.