Recommendations

(1). The findings of the study have helped the researcher to infer that the employees having low perception about the organisation have low job involvement and at the same time they have moderate anxiety and high alienation. This trend is not conducive for the growth of the organisation. This may be due to the quasi government nature of the bank employees on account of bank nationalisation. Further, the bank employees' unattached attitude towards their work is also the result of the clerical cadre bank employees' strong unions, which are not only protecting the interest of the members but also safeguarding the erring staff.

Due to the globalization of the economy, the foreign banks have opened their branches all over India where the customer services are better than the owned nationalised banks in India. The possible way to improve the services of these banks is through improving the clerical employees' perception on organisational climate, job involvement, the reduction of anxiety and alienation.
This can be done by organising a training programme that would make them to identify themselves with the organisation and improve job involvement. The content of the training programme may include the following areas.

1. Induction training programme
2. Banking theory and practice
3. Inter-personal relations
4. Attitude towards consumer services
5. Communication skills and public speaking
6. Problem management (situational test, tactfulness, humour and sympathetic approach)
7. A brief training on psychological abilities like listening, concentration, retaining, recalling, recognition, involving, and attention
8. Training on numerical abilities, speed and accuracy.
9. Stress management
10. Assertiveness training, and
11. Job related information-job description like nature of work, growth opportunities in the existing cadre and enhancing one's creativity on the job.

(2). The study has revealed that the job involvement of the forward community is the highest among the sample respondents. This also goes
along with their less job anxiety and alienation. This is in contrast with the scheduled caste and other backward castes. This might be due to the existing reservation policy of the Government in recruitment. However, the country cannot afford to have less job involvement of the bank employees because this would tell upon the productivity and efficiency of the organisation.

Therefore, it is necessary to have a re-thinking on reservation policy. Besides, quarterly meeting involving both the employees and customers can be arranged wherein the exchange of opinions between them may help narrowing down the unattached attitude of the employees and may also help an improvement in their job involvement.

(3). After the first appointment based on the current reservation policy, further promotions should be strictly based on merit and job involvement in banking organisation.

(4). Since the monetary reward given to the employees does not influence the four variables, the non-financial incentives and awards may be given to the employees to perform well. The recipient of such awards may be considered for promotion. The recognition of hardwork naturally improves ones identification with the organisation. This will increase job involvement and simultaneously reduced the anxiety and alienation.
(5). In the computer era, the youngsters are joining the banking organisation with the computer knowledge. The senior employees of the organisation can be given an in plant skill development training in the use of the computers in order to encourage work involvement.

(6). As the study revealed, the majority of the employees has low identification with the bank, low job involvement along with high anxiety and alienation, there is need for the appointment of a professional social worker for every 250 employees to perform the following duties.

(i). Helping employees to deal with their problems;

(ii). Providing adequate data through research to improve the organisation and its services;

(iii). To do liaison works with community and the bank to provide efficient services to the society;

(iv). To effectively implement the welfare schemes of the bank meant for the employees and their families;

(v). To help conduct courses on human relations and human resource development periodically in order to step up staff morale;

(vi). To identify employees with problems and to refer them to other agencies if necessary; and

(vii). To conduct in-training programmes and to co-ordinate periodical refresher courses to suit the needs of the employees.
Scope for Future Research

The findings and conclusions of this study give rise to the following scope for future research works.

(1). There is a negative relationship between organisational climate and job involvement. Further study to analyse this relationship may be taken up.

(2). Another conspicuous finding is that the level of education does not influence the four factors. The reason for this may be analysed

(3). Likewise, the take home pay and the experience are the other two variables which do not influence the four factors. This may be taken up for the further research.

(4). The elimination of some of the intervening variables is not considered in the study which may also be taken up for future studies.

By way of conclusion, it may be stated that the findings and conclusions of the current study, undertaken with the identification of four important variables namely organisational climate, job involvement, job anxiety, and job alienation with reference to the clerical cadre employees of the banking organisation, are crucial importance in the present day competitive situation. Therefore, the recommendations spelt out in the study are worthy of immediate implementation to improve organisational climate, job involvement, and to reduce job anxiety and alienation in the near future.