CHAPTER VI

DISCUSSION OF FINDINGS, SUMMARY AND CONCLUSIONS

The array of statistical results presented in the previous chapter leads to interesting findings. A complex pattern of relationship between systems and job reactions is discerned in the findings. The findings reveal that only two of the three job reactions investigated are influenced by the systems. Trait anxiety and job related tension are found to vary under the different systems of management while no impact of the systems is witnessed in the case of state alienation. Again, only in the case of state anxiety it is found that the system characteristics and the personality traits interact to decide the job reaction. Though, the overall pattern of the differences in the case of trait anxiety and job related tension is in favour of the superiority of system 4 versus 3 & 4. The results are not consistent when the shift from system 1 to system 4 is fully traced and studied. The results present only a weak support to the model of system job reaction stated in the first chapter.

Differing patterns of results are found in the case of differences in perceptions of the organizational characteristics between the high and low groups on alienation, anxiety and probabilistic orientation. While the overall profile of perception does not depend on the status of alienation,
anxiety and probabilistic orientation interesting differences are found between high and low criterian groups on alienation, anxiety and probabilistic orientation with regard to perception of different dimensions of organizational characteristics. The high and low group on trait alienation significantly differ in their perception of interaction influence process; the low group perceives that the interaction influence process tend towards system 4 characteristics. The high and low group on anxiety differ from one another in their perception of organizational characteristics. The high anxiety group tends to perceive that the leadership process, the motivational forces, the interaction influence process, the decision making process, the goal setting or ordering, control process and performance goals and training tend to be managed more in the style of system 4. Thus, consistently, the high group tends to express a favourable attitude in its perception. The high group on probabilistic orientation tend to perceive interaction influence process, decision making process and control process in a more favourable manner than the low group on probabilistic orientation. In the cases of goal setting or ordering and performance goals and training the high group on probabilistic orientation when compared with the low group on probabilistic orientation tends to feel that the organizational characteristics are managed more in the style of system 1 than other systems.
The overall trend of the findings emphasizes the social context of management. In this regard they are in line with Lewin (1952) Lippit, et al. (1958) Litwin and Stringer (1968). The overall partial model of the climate job reactions relationship sketch... support in the present study. As predicted on the basis of the partial model two of the three job reactions investigated are found to be influenced by the systems. Trait Anxiety and job related tension are more individually oriented psychological variables and are logically related to the four systems. Alienation, perhaps is a complex variable more relating to social psychological dynamics. This nature of the variable of alienation may account for the deviation of results from the experiments. The findings emphasize that no simplistic predictions could be made from the partial model here in to belong to one class of systems and clustered achieved. If the systems 1 and 2 are considered with systems 3 and 4 regarded as one class, the findings are more consistent with the prediction made on the basis of partial model. However, when the transition is traced, as is done in the present analysis from system 1, system 1 & 2, system 2, system 2 & 3, system 3, system 3 & 4 and system 4 the trends are not consistent. It is possible that the relationship between systems and job reactions are truly lenier.

The influence of individual personality trait on perception of organizational climate is also found to be subtle
and generally following the predictions made on the basis of partial model. The groups conceived on the traits meaningfully differ on the individual dimensions of the systems rather than on overall pattern of perception. The findings are in line with Indumathi (1986). Likely, the criterion groups differ from one another only on those dimensions of system that are more related to them. The influence of individual trait on perception of organizational characteristics seems to be more complex.

Only in the case of state anxiety the present findings reveal a significant interaction between system characteristics and personality traits. The findings suggest that, while interaction between trait and system characteristics indeed occurs in some cases it can not be generalized in every variable.

In line with Eysenck (1974) it may be observed that psychology is eventually a weak science compared to physics etc., In social sciences in general, the effectiveness of a model cannot be examined by taking a score board of the success and failure of predictions and tallying the individual findings on the board. In any prediction based on a model in social science, several conditions are assumed to be under control and the experimenter manipulates only a few variables. The prediction is borne out under such conditions, it is most likely that the theoretical premises underlying the predictions
valid. When the prediction fails it is likely that the failure of the prediction is due to either the lack of validity of the premises that guided the premises, or failure to have control over in known variables that vitiate the experimental verification are due to both the conditions just referred to. Therefore, even a very few of the success of the predictions based on a model suggest that the model has some validity.

In view of the considerations discussed above it could be concluded that the partial model put forth in the study relating systems of management and job reactions have adequate credence. Systems of management, individual personality trait, perception of climate and job reactions are dynamically related to one another. The nature of the relationship among them varies from one job reaction to another, and possibly from one dimension of climate to another. The present partial model has heuristic value.

Summary of the study:

The present study attempts to test a few predictions relating to the effect of the systems of organizational characteristics on job reactions. The systems of management operationally defined in terms of the four systems of management identified by Likert. The job reactions here in considered include alienation, anxiety and job related tension. The study also explore the possible interaction between
personality trait and system characteristics on job reactions. Further, it has been attempted to find out whether personality trait influences perception of climate. A partial model of climate job relations has been developed in the study and the model has been used to develop predictions and also to evaluate the findings.

The following instruments were used in the study to obtain measures of the variables. The Profile of Organizational Characteristics, The Alienation Questionnaire, The Alienation Scales, The State-Trait Anxiety Inventory, The Job Related Tension Index, The probabilistic Orientation Questionnaire, I Q Test and Personal Data Sheet.

A Pilot Study was conducted to ascertain the psychometric properties of the instruments and to plan the final investigation. The sample for the final study included 352 individual teachers who constitute 20 per cent of the population of college teachers in Bharathiar University area.

Using the scores of the institutions of organizational characteristics the typology of the individual institutions in terms of Likert's systems was identified. The institutions representing the different points of the continuum ranging system 1 to system 4 were compared with regard to job reactions. Criterian groups on personality traits were also evolved and they were compared on their climate perception. Analysis of
the data reveal that the partial model has some validity and hence, credibility. Job reactions are related to systems of management and complex and dynamic relationship is found among systems of management, personality traits of members, job reactions and perception of organizational characteristics. The upshot of the findings of the study suggest that the psychological context of management is a reality and it is possible to develop models for guiding an understanding of the psychological principles governing job reactions. More research is needed to arrive at complete model and map all the significant variables involved in the psychological context of management of organizations.