CHAPTER VI

DISCUSSION: FINDINGS, IMPLICATIONS, SUGGESTIONS & CONCLUSION
The present chapter is divided into three parts. In the first part the results of the study are interpreted. The second part deals with the application of the findings and the last part suggestions for the further researches, are given.

EFFECT OF ASPIRATION ON WORK ALIENATION OF NON-TEACHING EMPLOYEES

The first finding of the work alienation is that high aspirated persons are high alienated and low aspirated persons are low alienated. There are so many reasons -

The first reason may be that aspirations lead to success, satisfaction and self-esteem but if they are unrealistic, they generally lead to feelings of guilt, embarrassment and shame. These psychological factors may be responsible for the work alienation.

The more unrealistic the person is in his thinking, the greater will be the gap between his aspirations and achievements. This is where unrealism has its most damaging effect on personality. (Hurlock, 1974).
Aspirations are often influenced by pressure from members of the family, mainly parents but also...other relatives. Now it is clear that the person is not interested for deciding a goal but there is a force for it. So pressure for high aspiration creates alienation.

The mass media also plays an important role in this field. The mass media by presenting patterns of life that are better than those most people have and implying that anyone can improve his lot in life and himself as a person, the mass media encourages people of all ages to set unrealistic aspirations for themselves. Owing to ignorance and lack of experience your people tend to be gullible and at last they are work alienated (Hurlock, 1974).

Many people decides their aspirations according to their abilities but sometimes environmental obstacles like unfavourable social attitudes based on sex, race, religion or age, over which they have no control, create conditions for work alienation (Hurlock, 1974).

Wendt (1975) found that a high level of aspiration
tends to produce high alienation. Crowden (1970) also supports the finding of the present study that high aspirants express high level of alienation than the low aspirants. The present finding is also in agreement with Schachat's (1970) finding that alienation is due to the dissatisfactions bound up with the self-understandings, beliefs, attitudes, aspirations, desires and feelings of those who experiences them. Joginder (1984) found that the academic achievement was the good predictor of alienation.

EFFECT OF JOB-SATISFACTION ON THE WORK ALIENATION OF NON-TEACHING EMPLOYEES

The second finding of the present investigation is that the high job-satisfaction leads to less alienation and vice-versa.

In studies dealing with job-satisfaction, there has been an implicit assumption that certain characteristics of the job or work-situation have some causal relation with job-satisfaction. Granting that there is at least some modest evidence to support this
assumption, we should not expect that variations in job-satisfaction among people are exclusively or dominantly the consequence, of such situational factors. In part the satisfaction (or dissatisfaction) that people experience in their work is a function of personality variables (McCormick, 1974). As Vroom (1964) points out the explanation of satisfaction requires the use of both work role and personality variables.

In this connection, we can quote the X and Y theory of McGregor (1969). The X Theory is related to those who are less satisfied with their job and the Y Theory is concerned to the persons who are highly satisfied. This theory indicates that those who have less job-satisfaction never want to do the work that is assigned for them. They dislike the work and avoid it if they can. Most people must be coerced, controlled, directed and threatend, with punishment to get them to put forth adequate effort towards the achievement of the organizational objectives. 'Y' Theory indicates the fact that those who are satisfied with their job, do more physical and mental effort in their work without any external control and the threat of punishment. These
people exercise self-direction and self control in the service of objectives to which he is committed. Commitment of objectives is a function of the rewards associated with their achievement.

The findings of this study give support to the finding of Ringling (1979) as he found less satisfied administrators to be more alienated from their job. Orpen (1979) obtained negative correlation between job satisfaction and alienation. Pestonjees (1980) found significant relationship between occupational level and alienation. Passino (1985) obtained significant negative correlation between job-satisfaction and alienation. An increase in alienation was expected to decrease in job-satisfaction. Chisolm (1981) obtained no relationship between job-satisfaction and experienced work alienation.

Hence, it may be said that employees who are less satisfied with their job, develop a negative attitude towards their job and their job-performance became null. They feel that their job is a kind of burden and a sort of compulsion. To think of it they perform their duties carelessly. On the other hand the employees, satisfied
with their job, take interest in Office works and never perform duties carelessly and never became work alienated.

**EFFECT OF VALUES OF THE WORK ALIENATION OF NON-TEACHING EMPLOYEES**

For the present investigation the investigator has selected three different values, i.e., economic value, ethical value and work value.

**EFFECT OF ECONOMIC VALUE ON THE WORK ALIENATION OF NON-TEACHING EMPLOYEES.**

The first finding related to economic value is that if the economic value is high for a person and gain is less, the person will be work alienated. Although the motivation for people to work is indeed complex, we find virtually unanimous agreement that money is a dominant factor in such motivation. Lawler (1971) states that pay is typically thought of as performing a number of functions that contribute to organisational effectiveness: in particular, it serves as a reward to make employees satisfied with their jobs motivate them, gain their commitment to the organization.
Pay, of course, must serve as an incentive that is perceived as fulfilling certain needs of individuals. In this regard it is obvious that for most people money does provide the where with all to keep body and soul together because the psychological and psychological needs are satisfied.

Money is a very dominant facet of the employment relationship, it has been pointed out by Opossahl and Dunnette (1966) that we know amazingly little either about how money interacts with other factors or about how it acts individually to affect job performance of people - and we might add, about how it causes people to accept or reject employment at given rates of pay.

Equity Theory by Adam's (1963) also indicates the fact that the outcomes of a job-situation include actual pay, fringe benefits, status, intrinsic interest in the job and the inputs could include a person's general qualification for a job, his skill, his educational level and his efforts. There should be a balance between the two, otherwise the person will not take interest in the work assigned to him.
Meyor (1987) conducted a study to know the relationship between current economic status of the workers and alienation. The strong relationship was found between employee's turnover and salary equity for workers who felt that their salary and household income were inadequate to meet their living needs. Crowden (1977) found that low income people are more alienated in the society because of the gap between their aspiration values and economic condition.

In the present investigation it was found that the high alienated employees have high economic value. They considered money as valuable as anything else and for them money first and then duties. They wanted materialistic life so advanced. These feelings affect the work of an institution. On the other hand low alienated employees do not desire to gain much money and so they are not influenced by the feeling of alienation.

**EFFECT OF ETHICAL VALUES ON THE WORK ALIENATION OF NON-TEACHING EMPLOYEES.**

The second finding related to ethical value and
alienation is that the employees who possess high ethical values show low level of alienation and vice-versa. They show positive feelings towards their work. Employees possessing ethical values are sincere, honest, punctual and perform their duties selfishlessly.

Every cultural group has its own standards of approved behaviour. Certain acts are right because they are necessary for the welfare of the members of the group. A person who acts according to these standards is called 'a man of morals'. He wants to act according to these morals because he feels that if he fails to do so he will earn an unfavourable reputation among the group members and sometimes develop feelings of guilt. If a person has conflicts in morals, his ethical values for his work will be low. In this condition a person may be alienated from his work.

Lee (1982) studied that the individual with low educational attainment who were denied or deprived of the necessary resources to attain culturally defined and valued goals were predicted to be more likely to express attitudes indicative of alienation. Vesquez (1974)
compared different Americans and found that Anglos were most alienated from work, ethic and family.

So, it may be thus, conclude that ethical values of employees are significant factor influencing the feeling of alienation.

EFFECT OF WORK VALUE ON THE WORK ALIENATION OF NON-TEACHING EMPLOYEES.

The third finding related to work value and alienation is that the employees having high work value are less alienated and vice-versa. They complete their work in time. They do not like to delay their work for any reason. Therefore, they have less chances of being alienated from their work.

Studies related to high work value individuals revealed that they give more importance to their work assigned to him because they assume it as the means of earning a living, a source of prestige and social recognition, a stepping stone to a higher status, a base for self-respect and a sense of work, an opportunity for social participation, a source of intrinsic enjoyment and
an opportunity for creative experiences. (Levinson, 1964; Wernimont, 1966). Pressey (1957) says -

'Work is the center of their lives; it determines the resources for living for themselves and their families and their socio-economic status, and has multiple meanings for them - as a basis for self-respect and the respect of others, a locus of social relationships during work and at the lunch hour, an activity often in itself enjoyable'. (pp.159-205)

The finding of present investigation supports the findings of the study conducted by Cron, Dubinsky, Joachim and Michael (1988) that the higher level of work and formalization were found to be associated with organizational commitment and less work alienation. Singh and Srivastava (1981) found that less alienated workers performed significantly better than did more alienated one.

The finding of this study presents the fact that the employees having high work value give preference to their work. They are generally observed to be conscious of their duties. Therefore, they found less work alienated.
EFFECT OF INTELLIGENCE ON THE WORK ALIENATION OF NON-TEACHING EMPLOYEES

The next finding of the present study related to intelligence of the employees and work alienation is that the employees who are intelligent are less alienated and the employees who are below average are high alienated.

Most of the psychologists believe that intelligence is the ability to tackle new material and to solve new problems, the capacity to understand and to apply the fresh method of thinking. In this way this ability is essential for adjustment and success in all areas of life. This is the fact that high intelligent have high reasoning and good capacity of adjustment in different areas of life, i.e. home, peer group, occupation etc. and vice-versa. The lack of capacity for abstract reasoning which is the part of intelligence leads to lack of creativity; the person is afraid to think independently for fear of making mistakes. As a result the quality of his achievement declines. (Birren, 1968; Botwinick, 1964; Lehman, 1953; Maxwell, 1961; Owens, 1966). Gradually the less intelligent person will be more alienated.
Brustsaert (1977) found that intelligence and seniority are significant correlates of alienation. Joginder (1984) examined that the academic achievement was the good predictor of alienation. Thus, intelligence is a significant factor affecting alienation.

**EFFECT OF APTITUDE ON THE WORK ALIENATION OF NON-TEACHING EMPLOYEES**

The next finding of the present investigation is that low speed and accuracy leads to high work alienation. In other words we can say that less aptitude creates high work alienation. Obviously, any worker has to have the ability to perform a job, including the relevant basic aptitudes because without proper ability a person can not successfully do his work, can't entertain his work. The work will create a type of frustration and he become work alienated.

The employees with high alienation and low speed and accuracy do not take keen interest in completing the work within time with honestly and accurately.

If a person has the ability of aptitude for the
work assigned him, it will create the confidence in the individual for his work, this confidence factor will be a motivating force to do more work. Thus, it may be said that the aptitude is the significant factor affecting alienation.

**EFFECT OF AGE ON THE WORK-ALIENATION OF NON-TEACHING EMPLOYEES**

The finding of the present study related to age of the employees and work alienation is that there is a positive relationship between these two variables. It means as a person grows older the magnitude of work alienation increases.

When a person identifies himself as "old" he begins to worry, to feel insecure, and to believe that the best years are behind him. The more physical and psychological signs there are to make him realize that he is aging, and the person becomes more anxious, frustrated and feel stress. (Hurlock, 1974). In these conditions he will pay less attention towards his work and become more alienated.
On the other hand in the adolescent period the person feels himself more active, energetic and confident. They give more importance to the success of work so they take keen interest in their work, they enjoy it and pay more attention towards their work. So there is less alienation in the adolescent employees.

Alvin (1970) obtained age, sex, education and marital status as correlates of alienation. Christian (1986) investigated that alienation existed to a significant amount among the aged respondent.

**EFFECT OF LENGTH OF SERVICE ON THE WORK ALIENATION OF NON-TEACHING EMPLOYEES**

The finding of the present study related to the length of service of an employee and work alienation is that there is a significant effect of the length of service on work alienation. It means that the alienation gradually increases as the length of service increases. The main factor for this fact is that in the long service period the employee feels dullness due to the same type of work at routine.
Employees who had lead a long service period, may become alienated from their work due to less remaining period of the service and about their future life. Length of service workers was also found to be significantly related to work alienation by Seckler (1978).

**EFFECT OF SIZE OF FAMILY ON THE WORK ALIENATION OF NON-TEACHING EMPLOYEES**

The finding of the present study related to size of the family of employee and work alienation is that the size of the family and alienation are positively related.

When the family of the employee is small it means the members of the family are less in number. The employee will be less alienated because it is assumed that if there is small family, there is less tension and stress from social and economic point of view.

On the other hand if the family of the employee is large, it will create more tension. This type of tension will divert the attention of the employee from their work. Due to the large family the employee can do overtime to improve the financial condition of his family. When the
working hours will increase he will not be just in any work due to physical and mental fatigue and it will create work alienation. Verghese (1977) found that family size was positively related with alienation.

**IMPLICATIONS AND FINDINGS**

Implications of the findings of the present investigation are as follows -

1. The finding of the present investigation concluded that in some degree all the employees are affected by the feeling of alienation. This finding has several implications in the field of education. Alienation is opposite to being interested in work, hence, no employee will be interested in doing work if he remains alienated from work. This will go against the welfare of the organization. For this reason it is necessary that the administrators of the University understand the cause of employee's alienation and work hard. There can be various ways of helping such employees. The administrators should assign work to them keeping in view their capacity and aspirations. More facilities may be provided to them. More channels of promotion may be opened. Recognition of their
worth and appreciation of their good work may also go a long way in achieving this objective.

2. The finding related to job-satisfaction is that the high alienated employees were found to be less satisfied with their work, while less alienated were found to be more satisfied. The implication of this finding are several. Efforts have to be made to control feelings of alienation of the employee in order to minimize job-dissatisfaction. The administration of Universities should try to develop interest in the employees in their work by giving certain incentives so that the employees can develop positive attitude towards their work.

3. It was found that those employees who had high ethical values in their life functioned as a check on the rise of their alienation level. Some conclusion was drawn for work values of the employees also. The employees possessing high work value were found to be less alienated. It implies, therefore, that efforts should be made to develop ethical values and work values in the employees so that they are able to work honesty and sincerely and do not develop avoidance type of behaviour. At the time of appointment, efforts should be made to know
their values and only the candidates having high ethical and work values if found otherwise qualified and competent, should be selected.

4. The finding of the present investigation concluded that high intelligent employees are less work alienated. This finding has implication for different occupational fields. When non-teaching employees are selected for any type of job their intelligence must be measured, and they should be selected according to type of jobs and intelligence required for that job.

5. The finding related to aptitude of an employee and work alienation is that high alienated employees have less speed and accuracy. Different type of aptitudes are necessary for different jobs. So it is the responsibility of the administrators to check or to measure the aptitudes of a candidate and then select him for that job according to his aptitudes.

6. The finding related to age of the employee and alienation is significant. Adolescent employees are less alienated and old employees are more alienated. In the educational institutions and in the Universities, the work
should be distributed according to the age of the employee and nature of work. Important Office works for which abstract thinking and high power of decision-making is necessary, should be allotted to old and experienced employees in the institutions and the work for which much labour is necessary should be allotted to young employees.

7. The finding related to the length of service of the employees and alienation is significant. Long service period is the cause of high alienation and vice-versa. Few but important responsibilities should be assigned to those employees who are serving the institution for a long time. Because it is the fact that as soon as the age increases the energy of the individual gradually decrease.

8. The finding related to the size of family of the employees and alienation is significant. Large size of family is the cause of alienation. So the members of the family should be limited in the number.

SUGGESTIONS FOR FURTHER STUDY

The suggestions for further studies are as follows-
1. A comparative study may be done in different Universities to compare the magnitude of work alienation.

2. A comparative study may also be done between the clerical staff of some professional colleges and non-professional colleges. The factors which are found to be common and differential may be ascertain.

3. A comparative study may be conducted to know the different determinants of work alienation between the clerks of different levels of educational institutions like the primary Schools, Secondary Schools, Degree Colleges and Universities.

4. It may be suggested that the further research may be conducted on the employees of different professions like Bank employees, L.I.C. and G.I.C. employees.

5. The investigator was selected two types of variables, i.e., classificatory like, aspiration,
values, job-satisfaction, intelligence and aptitude and non-classificatory like, age, academic qualification, income, size of family, length of service, residence and nature of job. It is suggested to increase the number of classificatory and non-classificatory variables for better results.

6. The investigator was selected only male non-teaching employees. It is suggested that this study may also be conducted on the female employees also.

CONCLUDING COMMENTS

The finding obtained in this study may be considered important from the point of view of their implications to University administrators. These findings may be applicable in different situations like at the time of selection and appointment in the different types of jobs, in the distribution of work and responsibility, ensuring responsibility and punctuality and helping employees to make effective adjustment. The knowledge of
different factors influencing the feeling of alienation in the employees may help to administrators in finding out meaningful and relevant strategies for achieving the foregoing objectives. The more useful strategies may be motivational, counselling, positive help made available when needed, sympathetic approach to their problem and interest in their welfare.