Summary and Conclusions
Problem

The problem undertaken for examination in the present investigation is to study the effect of superior-subordinates' perceptions of clerical employees on their job satisfaction, job involvement and work involvement in commonweal, service and business organizations. Apart from this, the impact of employees' job level, type of organizations in which they work, different educational backgrounds and different levels of job tenure on their job satisfaction, job involvement and work involvement, were also studied.

Major hypotheses

1. The superiors use the exchange and challenge influence strategy more frequently than the other strategies viz.: expertise and reason, personalized help, coalition and manipulation, showing dependency, upward appeal and assertion in commonweal, service and business organizations.

2. The superiors' influence strategy exchange and challenge have significant effect on their subordinates' job satisfaction, job involvement and work involvement than the other strategies Viz.: Expertise and reason, personalized help, coalition and manipulation, showing dependency, upward appeal and assertion in commonweal, service and business organizations.

3. The superiors' participative leadership style as perceived by the subordinates, has significant effect on their (subordinates') job satisfaction, job involvement and work involvement than the other nurturant-task, bureaucratic and authoritarian leadership styles in commonweal, service and business organizations.
4. The subordinates have more job satisfaction, job involvement and work involvement than superiors in commonweal, service and business organizations.

5. Employees in business organization have more job satisfaction, job involvement and work involvement than the employees in commonweal and service organizations.

6. Employees with lower educational background have more job satisfaction, job involvement and work involvement than employees with medium and higher educational backgrounds.

7. Employees with long job tenure have more job satisfaction, job involvement and work involvement than employees with medium job tenure and short job tenure.

8. There is a significant interaction among explanatory variables such as job level, type of organization, educational background and job tenure with regard to their job satisfaction, job involvement and work involvement.

**Methodology**

The sample consists of 300 senior assistants (immediate superiors) and their 300 junior assistants (immediate subordinates) drawn from commonweal, service and business organizations.

**Tools Employed**

To assess the leadership styles and influence strategies, the Ansari's (1990) leadership behaviour measures and downward influence strategy measures were employed and the Kanungo's (1982) job satisfaction, job involvement and work involvement scales were employed to assess the job related behaviour such as satisfaction, job involvement and work involvement.
The influence strategies, leadership styles, job level, type of organizations, educational backgrounds and job tenure constituted the explanatory variables. The job satisfaction, job involvement and work involvement were the criterion variables in the study. The influence strategies that were studied were treated both explanatory and criterion variables in the present investigation.

Procedure

The subjects were met individually. The senior assistants (immediate superiors) were given the downward influence strategy measures and job satisfaction, job involvement and work involvement scales. The junior assistants (immediate subordinates) were individually administered leadership behaviour measures and job satisfaction, job involvement and work involvement scales and requested to fill there and the data were collected on the following day.

Statistical Treatment

The data were analyzed in terms of means, SDs, analysis of variance, correlations and ‘t’ tests.

Based on the results obtained, the following conclusions were drawn:

1. The exchange and challenge influence strategy is more frequently used in business organizations, the upward appeal influence strategy in commonweal organizations and the personalized help influenced strategy in service organizations by superiors.

2. The superiors’ influence strategies have no significant influence on subordinates’ job satisfaction, job involvement but have significant influence on work involvement in commonweal organizations. In service organizations with regard to job satisfaction and job involvement, the superiors’ influence strategies have significant influence effect, whereas expertise and reason influence strategy alone has significant influence
on work involvement. The superiors' influence strategies have no significant influence the subordinates' job satisfaction, job involvement and work involvement in business organizations.

3. The superiors' leadership styles, as perceived by the subordinates have significant influence on job satisfaction, job involvement and work involvement of subordinates in commonweal, service and business organizations.

4. Subordinates are more job satisfied with their jobs than that of their superiors. The superiors are more involved in their jobs and work than that of their subordinates.

5. The employees in business organizations are more satisfied with their jobs and more job involved than that of the employees in commonweal and service organizations, whereas the employees in service organizations have more work involvement than that of the employees in commonweal and business organizations.

6. Different educational backgrounds are found to have significant impact on job satisfaction, job involvement and work involvement. Employees with lower educational background (SSC / Intermediate) are more job satisfied, job involved and work involved than that of the employees with medium (graduates in arts, sciences and commerce) and higher (post-graduation in arts, sciences and commerce) educational backgrounds.

7. The number of years of service an employees put in is also found to have significant influence on their job satisfaction, job involvement and work involvement. Employees with long job tenures are more job satisfied and more job involved, whereas the employee with short job tenures are more work involved.

8. There is a significant interaction among the explanatory variables viz., job level, types of organization, educational backgrounds, job tenures with regard to job satisfaction, job involvement and work involvement.
Implications of the study

1. Since job satisfaction and job involvement of the employees are high in business organizations and work involvement in service organizations, management may help or train their superiors to use exchange and challenge, expertise and reason, personalized help, upward appeal and assertion strategies and exchange and challenge and personalized help influence strategies in business and service organizations.

2. Since job involvement does not bring satisfaction, management should identify and concentrate on such other factors which really influence job satisfaction of the employees.

3. As employees with lower educational background are more job satisfied, job involved and work involved employees with higher educational background, management may be careful in selecting the employees with educational qualification to carry out their work as financial resources will be wasted in frequent selection process.

4. Since employees with short job tenure are less job satisfied, job involved, management should identify the factors that could really influence their job satisfaction and job involvement and create an environment that facilitate work behaviour.

Suggestions for further research

1. The concept 'work involvement' is different from job involvement. Job involvement as defined by Kanungo (1982) is that the involvement of employees in the present work that they are performing. Work involvement refers to the normative characteristics in a society. This transcends the different types of jobs that people engage themselves in. This is a culturally given aspect. In a given culture, people hold a particular attitude which is unique to that society, like the "protestant
work ethic.” People might be doing different jobs but their work involvement is expected to be more or less the same, as all of them belong to the same socio-cultural milieu. But in this study, although the subjects belong to the same socio-economic backgrounds, they have different degrees of work involvement. Hence, a thorough investigation in future research should be undertaken to delineate the job and work involvements. It is usually mistaken that both of them are one and the same, because of the subtle difference between the two.

2. When the lower level employees participate in decision making process, they contribute a great deal to the achievement of the organizational goals.

3. Superiors may be encouraged to use personalized help, upward appeal, exchange and challenge in working process to influence their employees to work forward with achievement.