CHAPTER SIX: SUMMARY

The present work is an attempt to highlight the consequences of caste based quota system for selection of employees (affirmative action) on the public sector work force of India. For this four groups, presently working in the public/govt. sector were studied, namely; General category males (GCM), General category females (GCF), Reserved category males (RCM) and Reserved category females (RCF). Their perceptions towards the diversity climate of their organisations were assessed and their resultant experience of work alienation and work family conflict was studied. For this three questionnaires, one for each variable, along with an open ended question about their personal view towards the quota system were administered on the entire sample and a semi structured interview was taken with 30% of the sample. The analysis of the quantitative data was based on ANOVA, correlation and step wise regression and to analyse qualitative data, content analysis, thematic analysis and critical incident technique were employed.

The resultant findings have been summarized as follows:

- GCM have a poor perception towards the diversity climate of their organisation, specifically Organisational Fairness. This is leading them to suffer from Partial Work Alienation which is taking them away from their work roles and thus they are spending more time with their families to find meaning and control outside work. This is leading them to experience mild work family conflict, especially in the direction of Family interference with work.

- GCF have even a worse perception towards the diversity climate of their organisation as compared to their male counterparts. As being a woman, they experience doubly disadvantaged because reserved
category males even though being less qualified than GCF are glorified just because they are males. GCF are also very worried about their children’s future in the quota driven world. Their personal diversity value has declined with the mismanagement of quota system and thus they are suffering from Fundamental work alienation. It in turn is detaching them not only from the work role but also from other roles of their lives. They are slowly and steadily withdrawing from all kinds of social situations and are suffering from social isolation. This is leading to intense WFC amongst them, impacting them bi-directionally i.e. Work interference with family and Family interference with work.

- RCM have the worst perception towards diversity climate among the four groups, but have still not reached the extent of suffering from very high levels of work alienation, may be because they have achieved the goal of being a part of the workforce after a very long struggle. But they still are suffering from Partial work alienation which may soon intensify in nature, and is also presently leading them to suffer from some extent of Work interference with family as well as family interference with work. As they are not being able to give their complete focus on either.

- RCF have the best perception towards the diversity climate among the groups, but they still have expressed their discontentment with the organisation’s efforts towards building a well managed diverse environment. They are also suffering from mild work alienation, specifically, Instrumental work orientation due to this discontentment. It has also been found that they are suffering from high extent of WFC, but the reason lie beyond the variables under study.