CHAPTER V

SUMMARY AND CONCLUSION
The aim of the present investigation was to find out the influence of occupational level, job involvement and participation on the job satisfaction of white collar employees of two categories, namely, officers and clerks. Occupational level, job involvement, and participation are the independent variables and satisfaction is the dependent variable. Three measuring devices have been used in the present study. These were: (i) S-D Employees Inventory, to measure job satisfaction, (ii) Job Involvement Scale, to assess the feeling of job involvement; and (iii) Psychological Participation Index, to measure sense of participation of officers and clerks of the bank.

The S-D Employees Inventory measures job satisfaction in four areas, namely, Job Management, Personal Adjustment, Social Relations. The Inventory comprises 80 items in total and 20 items in each of the four areas. The area-wise split and half reliability is .99 for Job, .99 for Management, .98 for Personal Adjustment and .98 for Social Relations Area. Validity has been determined by the contrast group technique.

The Job Involvement Scale measures job involvement of the bank employees. Lodahl and Kejner's scale comprises 20 items, namely, strongly agree, agree, disagree, and strongly disagree. The alpha coefficient technique was applied to find out reliability of the scale which was found to be .62. The index of
Homogeneity and internal validity of the scale were tested by computing the biserial correlation ($r_{pb}$).

The Psychological Participation Index measures the level of participation. The Psychological Participation Index comprises 14 items which cover four areas, namely, Decision Making, Autonomy, Opinion Seeking and Involvement. All the items are in positively and negatively worded statements with five responses alternatives for each item namely, definitely true, mostly true, sometimes true sometimes false, mostly false and definitely false. Reliability has been obtained by computing Cronbach's (1951) alpha coefficient which has been found to be +.63. The index of homogeneity and internal validity of the items has been determined by computing point biserial coefficient of correlation ($r_{pb}$, Singh and Pestonjee, 1978).

The present study was conducted on the white collar employees of a nationalised bank, from Western Zone. The sample has been drawn from different branches of the bank. The three measuring devices were administered to the two groups of employees: (a) Officers ($N = 250$), and (b) Clerks ($N = 250$).

Statistical treatment of results included the use of the following statistics: arithmetic mean, median,
mode, standard deviation, Q, Q₁, Q₃, analysis of variance, test of significance of difference (t), correlations coefficient of correlation, Normal Variate Test etc.

Seventeen hypotheses were formulated. Results indicate that all the hypotheses were rejected and some alternative hypotheses were confirmed.

From the results obtained in the course of the present study the following conclusions may be drawn:

1. Occupational level is found to be an important determinant of job satisfaction in Job Area, Social Relations Area and On-the-Job Area. The group comparisons reveal that clerks are more satisfied than the officers of the bank.

2. Occupational level is also found to be an important determinant of participation of bank employees in Decision Making Area. In the case of Participation in decision making, officers feel that they have greater opportunities to participate in decision making issues of the bank.

3. Occupational level plays an important role in
the determination of job involvement of white collar employees. Officers are found to be more involved in job than the clerks.

4. A significant relationship is observed between On-the-Job factors and Off-the-Job factors in both the cases. Satisfaction with job life and satisfaction in personal and social life are related with each other in both the groups. It indicates that employees who are satisfied with their work life are also well adjusted in their personal and social life.

5. A significant relationship is observed between job involvement and job satisfaction in both the categories of white collar employees.

6. The sub-areas of job satisfaction and job involvement are also related with each other and the relationship is significantly positive in the clerical group. In the officers group the job satisfaction scores in Personal Adjustment Area and Social Relations Area i.e. Off-the-Job Area are not significantly related with job involvement scores.

7. A significant relationship is observed between
participation and job satisfaction in both the cases. It indicates that as participation scores increase, job satisfaction scores also increase and vice-versa.

8. The sub-areas of job satisfaction and participation are also significantly related with each other in the clerical group. Whereas in the case of officers, the job satisfaction in Personal Adjustment Area is not significantly related with participation.

9. A significant relationship is observed between job involvement and participation of both the groups. It indicates that as job involvement scores increase, participation scores also increase and vice-versa.

10. Job satisfaction scores of High Involvement/High Participation groups of officers and clerks differ significantly in Job Area, Personal Adjustment Area, On-the-Job Area, Off-the-Job Area and Overall job satisfaction. They do not differ significantly in Management Area and Social Relations Area.

11. Job satisfaction scores (areawise and overall)
of Low Involvement/Low Participation groups of officers and clerks do not differ significantly.

12. The two groups under study i.e. the officers and clerks differ significantly on Job Area, Social Relations Area, On-the-Job Area (Job satisfaction), Job Involvement, and Decision Making Area (Participation) variables and weightages that should be assigned to each of these variables for discriminating the two groups have also been worked out. But the probability of misclassification using these weightage system is very high. This high probability of misclassification may be attributed to the sample characteristic. As mentioned earlier, a majority of the officers are promoted from the clerical cadre and very few are directly recruited.

There is a further need to study if the officers who are directly recruited differ on variables like Job Area, Social Relations Area, On-the-Job Area (Job Satisfaction), Job Involvement and Decision Making Area (Participation) from those who are promoted from the clerical cadre or there is no difference. If no difference is found between the two groups i.e. directly recruited officers and promotee officers, then tools used in the present study need a relook.
Before any generalizations are made and these variables are used in the selection process of officers and clerks, the above mentioned issues need to be answered. This entails further research on these dimensions.

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