CHAPTER IV

CONCLUSION

AND

SUGGESTION
Analysis of the data in the present research was carried out in two phases. In the first phase the t test was employed to find out the significance of difference between the means of two groups of managers on all the dimensions of 'organizational role stress', 'organizational climate' and also on all the dimensions of 'physical' and 'psychological health'. In the second phase stepwise multiple regression analysis was used to identify various predictors of physical and psychological health (dependent variable). Table 3.1 to Table 3.4 showed the results of t test on 'organizational role stress', 'organizational climate, physical health and psychological health respectively.

It is evident from Table 3.1 and Table 3.2 that both commercial and technical groups of managers differed from each other on different dimensions of physical and psychological health. It was found that both groups differed on eyes and ears, respiratory system, cardiovascular system, digestive tract, musculoskeletal system, genitourinary system, fatigability, frequency of illness, miscellaneous diseases and habits at .01 level. Both the groups also differed on the dimension of skin at .05 level and on 'physical health' as a whole at .01 level, whereas, on remaining dimensions of physical health both groups did not differ. Similarly when both the groups were compared on 'psychological health' it was found that commercial group of managers differed from technical managers on two dimensions viz. depression and anxiety and 'psychological health' (DV) as a whole.

When both the groups compared on different dimensions of 'organizational role stress', it is evident from Table 3.3 that the two groups
differed significantly on five dimensions of organizational role stress viz., inter-role distance, role stagnation, role overload, personal inadequacy, resource inadequacy and organizational role stress as a whole.

Table 3.4 shows that commercial group of managers differed significantly on various dimensions of 'organizational climate' from their technical counterparts. Commercial managers differed from technical managers on professional help, formalization, professional management, organizational risk taking, standardization, centralization, formalized communication and organizational climate as a whole at .01 level. Both the groups of managers also differed on the dimension of people orientation at .05 level.

The t test could also serve the purpose of the present research but it would not yield the information, which we can obtain from multivariate analysis since there are various dimensions of independent variables therefore stepwise multiple regression analysis was used to find out the influence of 'organizational role stress' and 'organizational climate' (IVs) on 'physical and psychological health' (DV), with the help of this statistical technique we can identify various predictors (IVs) of dependent variable.

Table 3.5 to Table 3.17 revealed that the predictors of 'physical health' as a whole and of its all dimensions for commercial group of managers. It has been found that six dimensions of organizational climate and organizational climate as a whole influenced physical health of commercial managers. The dimensions of organizational climate which influenced physical health are - concern for welfare, people orientation, professional
help, standardization, formalization and centralization. Whereas, seven dimensions of organizational role stress emerged as predictors of physical health in case of commercial managers. The 'organizational role stress' dimensions that influenced physical health are role ambiguity, personal inadequacy, self role distance, role expectation conflict, role overload, inter-role distance, and role isolation.

Psychological health (DV) of commercial managers is also influenced by different dimensions of 'organizational role stress' and 'organizational climate'. It has been evident from Table 3.18 to Table 3.24 that three dimensions of 'organizational climate' viz., organizational risk taking, professional management and people orientation emerged as predictors of 'psychological health' in commercial managers. Role overload is the only dimension of organizational role stress that influenced the psychological health in commercial group of managers.

For technical group of managers Table 3.25 to Table 3.37 showed the influence of 'organizational role stress' and 'organizational climate' on physical health as a whole and on its all dimensions. These tables highlighted that 'physical health' of technical group of managers is influenced by seven dimensions of organizational climate viz., organizational risk taking, standardization, people orientation, professional management, concern for welfare, professional help and centralization. Those dimensions of 'organizational role stress' that influenced 'physical health' of technical managers are role expectation conflict, role overload, role stagnation, role isolation, personal inadequacy and inter role distance.
Table 3.38 to Table 3.44 depicts the influence of independent variables on 'psychological health' (DV) of technical managers. Role expectation conflict, resource inadequacy, inter role distance, role overload and personal inadequacy are the important dimensions of 'organizational role stress' that emerged as predictors of 'psychological health'. Those dimensions of 'organizational climate' that predicted 'psychological health' significantly are concern for welfare, professional help, centralization and people orientation for technical group of managers.

SUGGESTIONS

The researches carried out in behavioural sciences, inspite of taking all precautions, can not be perfect because many things remain unexplored either due to time constraints, non-availability of resources and not getting cooperation from the companies. Sometimes the tools used for research work are too lengthy and time consuming, due to which respondents hardly cooperate with the investigator and many things required in the research can not be probed. Whatever may be the results of a research it does not mean that it blocks the way to future researches.

In the same way, present research is not a dead end for further explorations. Results of the present investigation could be enhanced by taking other important factors of the organization as independent variables, for instance, job motivation, job satisfaction and job involvement could also be taken as independent variables to find out the impact of these independent variables on the dependent variable i.e. physical and psychological health.
Effective functioning of an organization is a function of 'physical' and 'psychological health' of its employees. So to maintain the efficient performance the organization must take care of its employees' health as both physical and psychological health may be influenced by work related factors. Researches conducted on the relationship of working conditions with the health of employees may be helpful to the management in identifying the important factors that favourably or unfavourably influence health. Better results would also be obtained if we could taken into consideration other organizational factors and biographical characteristics of the employees.