Chapter V

CONCLUSION

AND

SUGGESTIONS
Chapter-V

Conclusion and Suggestion

In the preceding chapter details of the description and interpretation of results have already been given. This chapter is completely dedicated to present conclusions in the light of results obtained and to expand suggestions which can be taken into consideration in similar future endeavours.

In the present study, Step Wise Multiple Regression Analysis was applied to analyse the data which had power to isolate predictor variables in sequence which could have significant influence on employee’s psychological well-being and organizational commitment and its various dimensions. The findings at a glance have been given in table 5.1

Total Sample of Bank Employees

As table 5.1, highlights, in the column of total sample bank employees ‘low status’ has emerged as a most significant predictor variable of organizational commitment and its facets as well as of psychological well-being. ‘Flexibility’ becomes a strong component to increase and boost psychological well-being and organizational commitment except normative commitment. ‘Role conflict’ also emerged as a significant predictor of continuance, normative (facets of OC) and total commitment. ‘Total occupational stress’ is found to be an important factor for continuance (a facet of OC) and total commitment. Normative commitment (a facet of OC), organizational commitment and psychological well-being additionally have found to be influenced by ‘responsibility for person’. In case of the other dimensions of the independent variable (viz. Occupational stress &
human resource practices) powerlessness and strenuous working condition (dimensions of OS) have emerged as predictors for affective commitment, total organizational commitment and psychological well-being. Whereas organizational climate, training, co-operation, organizational change, fairly liberal management functioning, employee management relations and appraisal system (facets of HRP) have emerged as significant predictor variables influencing criterion variables (DV$s$). Such findings conclude that occupational stress and human resource practices have their significant impact on psychological well-being and organizational commitment & its facets. One important thing explored from findings is that ‘low status’ a very significant predictor of organizational commitment and total psychological well-being, has not been predicted by private and public sector employees separately. It may be so because while analysing total sample regression, data become larger than before and because of twice data ‘low status’ that has not been found as a predictor in public and private sector banks, became an important predictor variable for total sample bank employees. The next most important factor has found flexibility. On the other hand, ‘role ambiguity’, ‘unreasonable group and political pressure’, ‘under participation’, and ‘poor peer relation’ –dimensions of occupational stress were rated quite low as stressors by the employees in both types of organizations.

**Public Sector Bank Employees**

The overall picture of the findings of public sector bank employees indicate that ‘recognition’ and ‘total quality management’ are found twice in affective (a facet of OC) and organizational commitment and in normative (a facet of OC) and organizational commitment respectively as predictor variables. Overall human
resource practices also found to be a significant predictor for overall organizational commitment showing that organizational commitment is very much affected by human resource practices, in case of more dimensions of HRP, forecasting human resource need in organization, employee management relations, co-operation have also found to be a significant predictors of normative, total commitment and psychological well-being. In addition ‘role over-load’, ‘responsibility for person’, and ‘intrinsic impoverishment’ (facets of OS) have emerged as significant predictor variables influencing the criterion variables. (DV's)

**Private Sector Bank Employees**

Organizational commitment and its facet affective commitment as well as psychological well-being are most significantly predicted by flexibility (a dimension of HRP) among private sector bank employees. Overall occupational stress significantly predicted the continuance commitment (facet of OC) whereas powerlessness also emerged as an important factor contributing to affective (a facet of OC) and organizational commitment. Affective and normative commitment (facets of OC), predicted by appraisal system. Responsibility for person (a dimension of OS) and organizational change (a facet of HRP) have emerged as predictor variables of psychological well-being for bank employees working in private sectors.

The finding itself is quite clearly presents a comparative picture of two groups, public and private sector employees. ‘Responsibility for persons’ (a facet of OS) is the only factor found as an important ingredient in both the groups. In private sector it has been found as a significant predictor for psychological well-being.
while in public sector for continuance commitment. Owing to more competition in the present day world, banks be it public or private, also increasingly expand the hours that their branches are open and opening branches in non-traditional locations. Employees in a typical branch work weekdays. For example, hours may be longer for workers in bank branches located in grocery stores, which are open most evenings and weekends. Financial crisis accelerated an ongoing fundamental change in the banking industry as banks diversify their services to become more competitive. To improve customer service and provide greater access to bank personnel, banks have phone centres, staffed by customer service representatives. Employees of phone centres spend most of their time in answering phone calls from customers and often work evening and weekend shifts. Branch office jobs, particularly banker positions, require continual communication with customers, repetitive tasks, and a high level of attention to security. Bankers also work for long periods in a confined space. Permutation of all these things increases the responsibility load to the bank employees since ‘responsibility for persons’ has emerged as a significant predictor of both the groups. It has its importance both in decreasing employees’ affection and increasing impaired psychological functioning.

It is observed that except the responsibility for persons, no any factor likewise emerged as a significant predictor for public and private sector employees. A clear comparative picture is given in table 5.1
Suggestions

More or less, all the researches, especially in the areas of behavioural sciences, are the continuous process as what results have been obtained may entirely change tomorrow because of dynamic changes in human beings as well as in the environment and the interaction between them. And if any research is complete in all respects then it will come to a dead end. So the limitation of the research opens new possibility for future researches. Every research bears certain advantages and disadvantages which guide to expand better strategies and sequentially shape future organization and offer direction to researcher in future researches.

Researcher is trying to complete this piece of research work carefully but it cannot be free from limitations and weaknesses. The present research was conducted on bank employees working in urban areas. It is felt that sample should also be selected from employees working in rural areas. The same research can be replicated on other samples like; in railways, teachers, professors, doctors, nurses, paramedical staff, etc. then the results could be more useful in bringing desirable changes in the position of employees and enhancing their effectiveness at work place. Sample size for the present investigation was only 300 (n= 150 & n=150). It is also suggested that sample size should be enhanced and more sample must be included for further investigation. Moreover, data was collected on only male population in order to control gender effect and generally male members give preference to their professional life. Female employees should also be taken for research purpose that can provide a comparative picture of male and female sample on different variable. Furthermore, data was collected from various public and a number of private banks, details of sample have already been given in
It is to be suggested that employees of one particular bank of private and public should be studied extensively to create a clear comparative picture.

It is also observed that most of the predictor variables were excluded from being into the equation, by using ANOVA the interaction of these IVs could be studied to get interactional effect on DV which could not feasible in the present study because of large number of IVs and relatively small number of sample of bank employees. It is also observed that in the result and discussion, for one dependent variable only one table should be given. Model summary, ANOVA and coefficient tables must be merged in one single table by taking their significant values.

Since, the present investigation is abortive in giving the clear-cut comparative findings with regard to bank employees across the levels because of relatively small sample size. So it is suggested that same or related problems must be studied on comparatively large sample across all levels. Moreover, biographical variables should also be studied to see their impact on organizational commitment and psychological well-being among bank employees as they are most likely to play an important role in determining employees' commitment towards organization and their psychological well-being.

Human resource practice and some of its dimensions are found instrumental and influential for psychological well-being and organizational commitment and its facets. Moreover, occupational stressors also have their impact on these two. In such a condition, management must think to provide counselling whenever needed. Through counselling employees altitude stress can be controlled and they can perform their duties effectively. Moreover their commitment and psychological well-being would be increased. As during data collection, it was
observed that employees get irritated due to one or another reason so they must be given training about how to deal with customers.

Significant predictor variables of this piece of research, have shown clearly in table 5.1, should be taken into consideration. Stressors must be detected and removed while instrumental variables should be enhanced.

Despite this wealth of information, the application of the research findings to a particular workplace is not always simple because same workplace factors are not consistently related to stress in all work places and the relationship between IVs and DVs can differ depending on the group being investigated. Therefore, such studies must be conducted periodically in future, so that with the changing time scenario new organizational dimensions may be identified to give better shape to the organization in everlasting future.