Chapter-5

Conclusion, Implications and Suggestions
In the light of the whole endeavour of the present research conducted on the research problem entitled ‘self-concept and organizational identification as determinants of organizational commitment and job satisfaction’, the following conclusions have been drawn which are being presented sample-wise.

Total Sample of University Teachers

A look over the Table-5 of ‘Results at a Glance’ provides the entire picture of significant predictors of criterion variables viz., organizational commitment and job satisfaction. It is evident from the S. No. 1 of the table that ‘organizational commitment’ is significantly determined by three predictor variables viz., ‘self-concept’, organizational belongingness’ and ‘organizational identification’.

Having described organizational commitment as a whole, this is being highlighted dimensions-wise as organizational commitment is composed of three components. S. No. 2 of the table shows significant predictors of ‘affective commitment’ for the total sample. It is found that ‘self-concept’ and ‘organizational prestige’ emerged as significant predictors of ‘affective commitment’.

The significant predictors of ‘continuance commitment’ have been given at S. No. 3. It shows that ‘self-concept’, ‘organizational prestige’, ‘organizational belongingness’ and ‘organizational identification’ are the significant predictors of ‘continuance commitment’.

For ‘normative commitment’, four significant predictors viz., ‘self-concept’, ‘organizational belongingness’, ‘transparency’, and ‘organizational identification’ are obtained (S. No. 4).
Table-5
Results at a Glance

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Criterion Variables</th>
<th>Significant Predictors (Total Sample)</th>
<th>Significant Predictors (Assistant Professors)</th>
<th>Significant Predictors (Associate Professors)</th>
<th>Significant Predictors (Professors)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Organizational Commitment</td>
<td>SC, OB, OI</td>
<td>OP, Au in O</td>
<td>SC, OP, OB</td>
<td>SC, PO, OI</td>
</tr>
<tr>
<td>2.</td>
<td>Affective Commitment</td>
<td>SC, OP</td>
<td>OP</td>
<td>OB, Au in O</td>
<td>OP</td>
</tr>
<tr>
<td>3.</td>
<td>Continuance Commitment</td>
<td>SC, OP, OB, T</td>
<td>OI</td>
<td>OI</td>
<td>SC, OB, T</td>
</tr>
<tr>
<td>5.</td>
<td>Job Satisfaction</td>
<td>SB, OI</td>
<td>SB, OI</td>
<td>OI</td>
<td>SB, T</td>
</tr>
<tr>
<td>6.</td>
<td>Security Need</td>
<td>SB, OI</td>
<td>SB</td>
<td>OI</td>
<td>SB</td>
</tr>
<tr>
<td>7.</td>
<td>Social Need</td>
<td>OI</td>
<td>OB, OI</td>
<td>PO</td>
<td>OI</td>
</tr>
<tr>
<td>8.</td>
<td>Esteem Need</td>
<td>OP, SB</td>
<td>OP, SB</td>
<td>OI</td>
<td>SB</td>
</tr>
<tr>
<td>9.</td>
<td>Need for Autonomy</td>
<td>Au in O, SB, T</td>
<td>ECM</td>
<td>SB</td>
<td>SB, T</td>
</tr>
<tr>
<td>10.</td>
<td>Self Actualization Need</td>
<td>Au in O, SB, T</td>
<td>Au in O, SB</td>
<td>ECM</td>
<td>T</td>
</tr>
</tbody>
</table>

SC----------------------Self-concept
OP----------------------Organizational Prestige
OB----------------------Organizational Belongingness
Au in O----------------Autonomy in Organization
ECM---------------------Employee-centered Management
PO---------------------Promotional Opportunity
SB---------------------Supervisory Behaviour
T----------------------Transparency
OI----------------------Organizational Identification
S. No. 5 of the table showing results at a glance highlights ‘supervisory behaviour’ and ‘organizational identification’ as significant determinant of ‘job satisfaction’ for the total sample.

Since ‘job satisfaction’ has five important need categories, hence, satisfaction with ‘security need’, the lowest order need is found to be significantly determined by ‘supervisory behaviour’ and ‘organizational identification’ (S. No. 6). Only satisfaction with ‘social need’ is predicted by one variable that is ‘organizational identification’ as highlighted at S. No. 7. ‘Organizational prestige’ and ‘supervisory behaviour’ have been found as significant predictor of satisfaction with ‘esteem need’ as given in S. No. 8. The S. No. 9 of the Table-5 indicates that satisfaction with ‘autonomy need’ is found to be significantly determined by ‘autonomy in organization’, ‘supervisory behaviour’ and ‘transparency’ in organization, and ‘Autonomy in organization’, ‘supervisory behaviour’ and ‘transparency’ again found to emerge as significant predictors of satisfaction with ‘self actualization need’ (S. No. 10). Having highlighted the significant predictors of total sample, onward description will be for the various sub-sample groups namely, ‘Assistant Professors’, ‘Associate Professors’ and ‘Professors’.

**Sub-sample group of Assistant Professors**

Table-5 of results at a glance also provides a very comprehensive picture of each category of university teachers. So far as ‘Assistant Professors’ are concerned, it is evident that ‘self-concept’ has not been found as significant predictor of any of the criterion variable, where as ‘organizational prestige’ is found to predict significantly to ‘organizational commitment’, ‘affective’, and ‘normative’ commitment.
(dimensions of ‘organizational commitment’), satisfaction with ‘esteem need’—a
dimension of ‘job satisfaction’.

‘Autonomy in organization’ is found to significantly determine ‘organizational
commitment’ and its one dimension i.e., ‘normative commitment’ as well as
satisfaction with ‘self actualization need’- a facet of ‘job satisfaction’ for the group of
‘Assistant Professor’.

‘Organizational identification’ is found to determine significantly to
‘continuance commitment’ (a dimension of ‘organizational commitment’), ‘job
satisfaction’ as a whole and its one of the dimension namely, satisfaction with ‘social
need’.

Perceived ‘employee-centered management’ is found to predict significantly
to ‘normative commitment’ as well as one of the dimension of ‘job satisfaction’ i.e.,
satisfaction with ‘autonomy need’. While, ‘organizational belongingness’ is found to
determine significantly to satisfaction with ‘social need’.

It is to mention that ‘supervisory behaviour has not been found instrumental
for significantly predicting ‘organizational commitment’ and its various dimensions
but it has its impact to determine significantly overall ‘job satisfaction’ and its
dimension viz., satisfaction with ‘security need’, ‘esteem need’ and ‘self actualization
need’.

Sub-sample group of Associate Professors

This group of academicians is found to be influenced by their ‘self-concept’
but only with regard to their ‘organizational commitment’.

‘Organizational prestige’ is found to influence ‘organizational commitment’ as
a whole and its one of the dimension namely, ‘normative commitment’.
‘Organizational belongingness’ is found to determined significantly ‘organizational commitment’ and its only one dimension viz., affective commitment.

‘Transparency’ is found as significant predictor of ‘organizational commitment’ as a whole and it’s one of the dimensions namely, ‘normative commitment’.

‘Organizational identification’ seems to emerge as a most commonly known predictor variable to determined overall ‘organizational commitment’ and its two dimensions viz., ‘continuance commitment’ and ‘normative commitment’ whereas, it is also found to determine significantly over ‘job satisfaction’ and its two dimensions namely, satisfaction with ‘security’ and ‘esteem’ need.

‘Promotional opportunity’ is found to predict significantly to ‘affective commitment’ and satisfaction with ‘social need’, whereas, ‘autonomy in organization’ determined only one criterion variable i.e., ‘affective commitment’.

‘Supervisory behaviour’ as well as ‘employee-centered management’ also found to emerged as significant predictors for satisfaction with ‘autonomy’ and ‘self actualization’ need respectively.

Sub-sample group of Professors

The last category of teaching faculties is that of ‘Professors’, Professor overall ‘organizational commitment’ is found to be significantly predicted by ‘self-concept’, ‘promotional opportunity’ and ‘organizational identification’.

‘Affective commitment’- a dimension of ‘organizational commitment’ is significantly predicted by only one predictor variable viz., ‘organizational prestige’.

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Another facet of ‘organizational commitment’ is found to be significantly predicted by ‘self-concept’, ‘organizational belongingness’ and ‘transparency’ in organization.

The next facet of ‘organizational commitment’ is that of ‘normative commitment’ which is found to be the function of ‘organizational belongingness’.

Overall ‘job satisfaction’ was found to be significantly predicted by ‘supervisory behaviour’ and ‘transparency’, ‘supervisory behaviour’ to predict significantly to satisfaction with ‘security need’, ‘organizational identification’ to satisfaction with ‘social need’, ‘supervisory behaviour’ again to satisfaction with ‘esteem need’, ‘supervisory behaviour and ‘transparency’ to satisfaction with ‘autonomy need’, and ‘transparency’ is found to determine satisfaction with ‘self actualization need’.

Above highlighted findings have been presented to provide results in the table meant for showing results at a glance. It can be concluded from the above findings that all the predictor variables are found important to determine the criterion variables namely, ‘organizational commitment’, ‘job satisfaction’ and their various facets but it is important to highlight that all predictor variables are variably found to significantly determine criterion variables either individually and/or in different unequal and dissimilar fashion. However, pattern of results argue the importance of all significant predictors for criterion variables.

**Implications**

Since the present piece of research work is an empirical one on a very lively and challenging problem which the organizations are facing today, therefore, the findings of the present investigation have their great implications in improving
organizational effectiveness through enhancing workers' commitment with the organization and boosting-up their level of 'job satisfaction'. Although, the significant predictors are not uniform in influencing employees' 'commitment with the organization' as well as with their level of 'job satisfaction', but if all the factors are being taken carefully for developing organizational culture and/or practices in such a way that may subsequently enhance employees' commitment with organization and may also positively determine employees' 'job satisfaction' because the two criterion variable viz., 'organizational commitment' and 'job satisfaction' are considered to be the hallmark of organizational efficacy and organizational effectiveness at large.

Moreover, the identified significant predictors may be undertaken for designing training programme for supervisors whose role in organization are significantly important for the employees to develop their (employees) commitment with organization as well as to feel satisfaction. Hence, in the light of the above contentions, it is clear that the present study has two-fold implications. One for developing conducive organizational culture and practices and the other for designing training programs for supervisors and also definitely for employees in changing their pro-work oriented perceptions.

Suggestions

In the light of the pros and cons of the study, the present investigator feels about the present investigation which definitely is not free from limitations that are likely to hamper the generality of the findings. Therefore, following suggestions are being put-forth if similar research investigations are to be conducted in future.

1. Since, the present investigation was undertaken on the sample of teachers taken from a central university viz., A. M. U. Aligarh, so its findings have their
limitation for generalizing over the similar sample of state-run and/or private universities. Therefore, it is suggested that a comparative study be made in future among central government-established universities, state universities, and private universities.

2. Instead of taking self-concept and organizational identification as determining variables of criterion variables, organizational culture and organizational climate should also be studied in relation to organizational commitment and job satisfaction. It is because of the reason that such investigation will provide much comprehensive and clear picture for determining criterion variables.

3. Thirdly, it is suggested that the study should be designed in such a way that direct as well as interactional effect be seen on criterion variable by using ANOVA because some time it provides more clear picture of cause-effect relationship.

4. Lastly, it is being suggested on the basis of constraints the present research faced with regard to the choice of the tool because length of the tool/instrument irritate respondents while replying to the lengthy questionnaires. Since, psychological tools are important and inevitable means of psychological researches, so this suggestion must be properly taken care of with utmost importance and priority.

In a nutshell, Table-6 emphasize on the basis of the frequency of the occurrence of the significant predictor variables that over-all organizational identification influenced 17 times to different criterion variables whereas, supervisory behaviour-14 times; organizational prestige- 10 times; transparency- 9 times; self-concept- 7 times; autonomy in organization- 6 and employee-centered management and promotional opportunity- 3 times each. In this regard, it is imperative to mention that
all the predictor variables were found significant but they differ in their frequency in significantly predicting either of the two criterion variables. The frequency of each significant predictor have already been given above which have been discuss in detailed in the main chapter of the thesis devoted to results and discussion.

**Last Words:** The work contained in the thesis bears a wide range of generality and implications for the work organizations specially, while any effort is being made for developing best organizational policies and culture for enhancing pro-organization attitude, perception and commitment of employees for maximum utilization of their (employees) resources for effective work performance.