CHAPTER VI
FINDINGS, SUGGESTIONS AND CONCLUSION

The findings of the study are briefly presented below. The focus is on Profile of the respondents, social and personal alienation, job alienation, job anxiety, Job Behavior, relaxation measures, problem faced, work value and job alienation, job anxiety and job behavior model.

Profile of the respondents

Table no.4.1 and Table no.4.2 show the following findings regarding the profile of the respondents.

- The majority of the respondents (37.2 per cent) belong to 25-40 years of age group.
- Most of the respondents (215) were male.
- 31.2 per cent of them were development officers.
- Out of 250 employees 118 respondents were having UG qualification.
- Majority of the respondents 64.6 per cent were married.
- Most of the respondents (86) were belonging to the monthly income category of Rs.20,000 to 50,000.
- Most of the respondents’ (165) family size was 5 to 7 members.
- Majority of the respondents 76.8 were belonging to Nuclear family type.
- 40 per cent of the respondents were belonging to 5-10 years experience.
- 52 per cent of the respondents were interacting with 1-5 friends.
- 89.2 per cent of the respondents spent time alone below 2 hours a day.
- Nearly 60 per cent of the respondents traveled 15-30 kms from residence to office.

Job Alienation

Table no.4.5 highlights that high job alienation was accounted for 13.2%, the moderate job anxiety was accounted for 23.6% and low job alienation accounted for 63.2%.

To determine the relationship between the demographic factors and job alienation the chi-square test was entertained (Table no.4.7). The result was
- There is no significant relationship between age, monthly income, Family Type & Experience in LIC and Job Alienation.

CRT Analysis shows that as much as eight independent variables are specified age, Marital Status, Designation, Education, gender, Monthly Income, Family Size, Family Type, but only two are included in the final model, the variables such as Age and Monthly income. The age and monthly income have made significant contribution to low job alienation. The classification table (Table no.4.12) reveals that model is accepted. For the low Job Alienation the predicted rating is 100 percent, which means that all the members with the low Job Alienation are accurately classified.

To find out difference among the groups of job alienation the discriminant analysis is employed. There is a significant discrimination between groups of job alienation.

Correspondence analysis (Table no.4.22) proves that there is a significant relationship between Personal Alienation and Job Alienation. High Personal alienation was accounted for 70% of the inertia in the first dimension. It indicates that high personal Alienation contributes substantially to the first dimension. High Job alienation accounts for 79.1% of the inertia in the first dimension. It indicates that high Job Alienation contributes substantially to the first dimension.

To find out the association between social alienation and job alienation the correspondence analysis was employed. It is concluded that there is no significant relationship between social alienation and job alienation (Table no.4.28). Medium Social alienation was accounted for 90.7% of the inertia in the first dimension. It indicates that medium social alienation contributes substantially to the first dimension. High job alienation accounts for 75.5% of the inertia in the first dimension. It indicates that high job alienation contributes substantially to the first dimension.

**Job Anxiety**

Table no.4.33 shows that High job anxiety was accounted for 16.4%, the moderate job anxiety was accounted for 15.2% and low job anxiety accounted for 68.4%.
To find out difference among the groups of job anxiety the discriminant analysis is employed. So it is concluded that the group of job anxiety were significantly differ.

The chi-square test was employed and the results (Table no.4.35) of the test were:

- There is no significant relationship between age and Job Anxiety of LIC employees.
- There is no significant relationship between gender and Job Anxiety of LIC employees.
- There is no significant relationship between monthly income and Job Anxiety of LIC employees.
- There is no significant relationship between family type and Job Anxiety of LIC employees.
- There is no significant relationship between experience in LIC and Job Anxiety of LIC employees.

To find out the association between the social alienation and job anxiety the correspondence analysis was employed. It indicates that medium social alienation (91.5%) contributes substantially to the first dimension. It indicates that Moderate job anxiety accounts for 84.5% contributes substantially to the first dimension. So it is concluded that there is no significant relationship between social alienation and job anxiety (Table no.4.45).

**Job Behavior**

Table no.4.50 highlights that high Job Behavior was accounted for 36%, the moderate job Behavior accounted for 50.4% and low Job Behavior accounted for 13.6%.

To find out the relationship between the demographic variables and job behavior the chi-square test was employed and the result of the test was:

- “There is no significant relationship between the demographic variables (age, gender, marital status, monthly income, family type, experience in LIC & Time spend alone) and Job Anxiety of LIC employees”.
Social Alienation and personal Alienation

Table No.4.61 reveals that High Social Alienation was accounted for 56.4%, the medium Social Alienation was accounted for 8% and low Social Alienation accounted for 35.6%.

To find out the relationship between Demographic variables and variables of Social alienation of LIC employees, the chi-square test was employed and the results (Table No.4.63 to Table no.4.65) were:

- There is a significant relationship between designation and variables of social alienation of the LIC employees.
- There is a significant relationship between Gender and variables of social alienation of the LIC employees namely “People are unable to determine their needs”, “Human nature is fundamentally not cooperative”, “Most people are not to be trusted”, “Most public officials are not really interested in the problems of the society”, “In this society most people confine contentment”.
- There is a significant relationship between education and variables of social alienation of the LIC employees.

Table no.4.68 reveals that high Personal Alienation was accounted for 4%, the medium Personal Alienation was accounted for 27.2% and low Personal Alienation accounted for 68.8%.

To find out the relationship between Demographic variables and variables of personal alienation of LIC employees, the chi-square test was employed and the results (Table no.4.70 to Table no.4.72) were:

- There is a significant relationship between marital status and variables of personal alienation.
- There is a significant relationship between interaction with friends and variables of personal alienation of the LIC employees.
- There is a significant relationship between time spent alone and all variables of personal alienation of the LIC employees except “I feel cursed when I face a challenge of competition”, and “The degree of complexity in my life is high”.


Correspondence Analysis reveals that there is a significant relationship between social alienation and personal alienation (Table no.4.76).

**Relaxation measures**

It is found from the table no.4.79 that in time spend with family, shopping, physical exercise / yoga / gym, attending marriages / social gatherings, watching movies, watching TV, playing games, listening music, listening radio programmes, going on picnic / tour, majority of the sampled respondents have shown importance in some extent except walking/jogging/running. In walking/jogging/running, the majority of the sampled respondents never have shown importance.

To determine the relationship between job alienation and relaxation measures of LIC employees, the chi-square test was employed and the results (Table no.4.80) were:

- There is no significant relationship between shopping, walking/jogging/running, watching movies & going on picnic / tour and job alienation.
- There is a significant relationship between playing games and job alienation.

In order to know the relationship between relaxation measures and job anxiety of LIC employees, the chi-square test was employed and the results (Table no.4.81) were:

- There is no significant relationship between shopping and job anxiety.
- There is no significant relationship between walking/jogging/running and job anxiety.
- There is no significant relationship between watching movies and job anxiety.
- There is no significant relationship between playing and job anxiety.
There is no significant relationship between Going on Picnic / Tour and Job Anxiety.

**Problems faced by the LIC Employees**

Table no. 4.82 shows that Majority of the respondents in Limited autonomy (78.4%) faced problems in great extent. In case of Unnecessary formalities (70.8%), Frequent updating of knowledge (69.2%), Centralization of power (68%) and Low work life balance (57.6%) most of the LIC employees never faced problems. The rest of the problems namely, Poor Organizational structure (73.2%), Poor superior subordinate relationship (61.6%), Heavy work load (71.2%), High organizational politics (52.8%) and Poor work environment (66%), most of the respondents faced problems to some extent.

In order to determine the relationship between the Job Alienation & Job Anxiety of LIC employees and problems faced and Job Alienation & Job Anxiety of LIC employees, the chi-square test was employed and the results of the test were:

- There is no significant relationship between the problem faced by the LIC employees namely Poor superior subordinate relationship, Centralization of power, Limited autonomy, Frequent updating of knowledge, Low work life balance and High organizational politics and job alienation (Table no.4.83).
- There is no significant relationship between the problem faced by the LIC employees namely Poor superior subordinate relationship, Centralization of power, Limited autonomy, Low work life balance and High organizational politics and job anxiety (Table no.4.84).
- There is a significant relationship between frequent updating of knowledge and job anxiety (Table no.4.84).

Problem faced by LIC employees were ranked by ‘Kendalls rank test. It is found from the Table no. 4.86 that ‘Limited Autonomy’ was the prime problem faced by LIC employees and ranked first among the selected problems. It was followed by ‘Poor Organizational Structure’, ‘Heavy Work Load’, ‘High Organizational Politics’, ‘Poor Work Environment’, ‘Poor Superior Subordinate Relationship’, ‘Low Work
Life Balance’, ‘Unnecessary Formalities’, ‘Centralization Of Power’ and ‘Frequent Updating of Knowledge’.

**Work value**

Table No.4.87 shows that in Job Security (49.2%), Financial Benefits (51.2%), Affiliation with Colleague (50.8%), Knowledge of skill utilization (50.0%) and Fulfillment of Ambition (54.4%), majority of the sampled respondents had shown importance in great extent. In case of Competitiveness with colleague (46.8%), most of the LIC employees had shown least importance. The rest of the variables namely Social recognition (44.8%), Authority to manage others (56.4%), Creativity approach (51.6%) and Competence to set goals (51.6%), most of the respondents had shown importance to some extent.

To find out whether there is any significant difference between demographic factors and work value variables, the ANOVA was employed and the results (Table no.4.22 to Table no.4.95) were:

- There is a significant difference between various designations with regard to the dimensions of work value Affiliation with Colleague and Knowledge of skill utilization.
- There is no significant difference between age with regard to the dimensions of work value.
- There is a significant difference between their education with regard to the dimensions of work value Affiliation with Colleague, Authority to manage others and Creativity approach.
- There is a significant difference between marital statuses with regard to the dimensions of work value except Competitiveness with colleague.
- There is a significant difference between monthly income with regard to the dimensions of work value except Financial Benefits, Affiliation with Colleague and Authority to manage others.
- There is a significant difference between family size with regard to the dimensions of work value except Affiliation with Colleague.
- There is a significant difference between family type with regard to the dimensions of work value except Affiliation with Colleague and Knowledge of skill utilization.
There is no significant difference between their work experience with regard to the dimensions of work value.

**Job Alienation, Job Anxiety And Job Behavior Model**

In order to study the relationship between job alienation, job anxiety and job behavior the structural equation model was used. Table no.5.16 shows that the hypothesized ($H_1$) *Job Alienation mediates the relationship between job anxiety and job behavior* - mediating effect Job Alienation on Job Anxiety was supported by the data. This implies that employees with low Job Anxiety, who had low Job Alienation in their present job, were likely to have high Job Behavior in their job.

Table no.5.20 shows that the Hypothesized ($H_2$) *Job Anxiety mediates the relationship between job alienation and job behavior* - mediating effect Job Anxiety on Job Alienation was supported by the data. This implies that employees with low Job Alienation, who had low Job Anxiety in their present job, were likely to have high Job Behavior in their job. Research results indicate reasonable fit for both the model. Therefore it can be argued that the models are a valid representation of the data.

Further it is revealed from the Figure No.5.9 and Figure No. 5.11 the job alienation and job anxiety were positively influencing each other. At the same time, the job alienation and job anxiety were negatively influence the Job Behavior.
SUGGESTIONS

Based on the major findings of this study, the researcher has made several recommendations for implementing effective job alienation and job anxiety management strategies to improve employee maintenance in LIC. The study reveals that less number of LIC employees were affected by job alienation and job anxiety. Models results proved that job alienation and job anxiety were positively influencing each other. Whereas, job alienation and job anxiety were negatively influencing job behavior. So the researcher recommends some important suggestions to reduce high job alienation and high job anxiety among affected employees to improve job behavior.

Employees with high job alienation lose their involvement in the activity of working itself and no longer experience work as a meaningful act of creation. As a social phenomenon, alienation brings about different sequences including eliminating workers from the work process, paying little, if at all, attention to their intellectual abilities and creativity, considering the workers as object, turning work to a tool for sustenance, and finally denying and ignoring human and social aspects in work environment. Above all, there are other reactions putting difficulties in work, including creating informal breaks, high rates of absence and escaping from work, quitting work due to dullness of the job, as a result, more workers suffer from alienation.

Further job anxiety is the essence of high job expectations from management or from personal fears such as previous failures at work and insecurities. So it is essential to reduce job alienation and job anxiety among employees. Following are some of the recommendations, which the study unit can take to provide a job alienation and job anxiety free environment for its employees:

- The study shows that high job alienation was accounted for less number of LIC employees. So it is suggested that LIC should take special care and provide remedial measure to reduce their job alienation such as increase power, provide meaningful job, create good interpersonal relationship among employees and create interest among employees to get involved in job
- The CART analysis indicates that Age (low and middle) contributed more for low job alienation. In order to reduce job alienation, it is suggested that during the recruitment LIC may concentrate on low and middle age group people.

- There exists a relationship between Personal Alienation and Job Alienation. Hence it is suggested that the employee selection process may include personal alienation as a measuring tool.

- From the study we come to know that there exists a significant relationship between playing games and Job Alienation. In order to reduce job alienation, relaxation measures related to playing games may be imparted to cater the varying needs of the senior, middle and junior level employees.

- The study reveals that limited autonomy is the major problem faced by the LIC employees. It shows that LIC employees were provided limited autonomy. Among various dimensions of job alienation ‘powerlessness’ is one of the important dimensions. It is suggested that LIC may increase autonomy to their employees to reduce job alienation.

- High job anxiety was accounted among less number of LIC employees shows that majority of the LIC employees were having low job anxiety. Even though most of the employees with low job anxiety, LIC may take necessary steps to reduce job anxiety of affected employees.

- It is suggested that the high job anxiety employees may be assisted to reduce job anxiety through measures like reducing organizational politics, job related fear, stress and depression.

- Further employees with high job anxiety may be focused in imparting training and counseling. It is suggested that the management should take care to provide requisite training to employees to prevent anxiety regarding their job.
Moreover LIC may concentrate on the job design in such a way that it should appear meaningful to the employees to reduce job anxiety.

- From the result of the study we come to know that there exists a significant relationship between frequent updating of knowledge and job anxiety. It is obvious that the frequent updating of knowledge is imperative for their job. So it is suggested that while updating of knowledge is expected from employees, LIC may educate their employees in the related area to reduce job anxiety among their employees.

- High social alienation prevails among most of the LIC employees. It has been suggested that LIC may help their employees to improve good relationship with society and create good image about the society.

- It is found that there exists a significant relationship between the education and the variables of social alienation. Hence, if LIC is desirous of decreasing social alienation of their employees, it may enhance their employees’ educational level.

- The study reveals that there is a significant relationship exists between interactions with friends and variables of personal alienation. Hence the employees may have the frequent interaction with their friends to decrease the personal alienation. LIC may concentrate on conflict management, team building and mentoring to reduce personal alienation.

- The study reveals that there exists a significant relationship between time spent alone and more number of variables of personal alienation. LIC may make awareness about the impact of personal alienation among their employees and also may encourage their employees to spend time with others meaningfully.

- It is found from the model 1 that the employees with low job anxiety have low job alienation and high job behavior. In order to maintain high job behavior,
LIC may maintain low job anxiety among their employees. So it is suggested that LIC may educate their employees about the consequences of job anxiety in their personal life as well as in their work life.

- It is known from the model 2 that the employees with low job alienation have low job anxiety and high job behavior. In order to maintain high job behavior, LIC may maintain low job alienation among their employees. So LIC may create awareness among their employees regarding cause and effect of job alienation in order to reduce job alienation.

- The model 1 exhibits the Individuals with low job alienation and low job anxiety may end up with high job behavior. The model 2 exhibits that the Individuals with low job anxiety and low job alienation may end up with high job behavior. Hence LIC may periodically monitor the job alienation and job anxiety of their employees to ensure the high job behavior.

- It is revealed from the models that the job alienation and job anxiety were positively influencing each other. So it is concluded that job alienated employees may also affected by job anxiety and vice versa. Hence, it is suggested that LIC should monitor job alienation and job anxiety of the employees and may try to eliminate job alienation and job anxiety in the initial stage itself.
CONCLUSION

Job Alienation is both a moral concern and an economic one. To succeed in the current highly competitive marketplace, business needs employees who are dedicated and productive because they find their jobs worthwhile and fulfilling. It has been proven that successful business leaders are those who truly love and care for their employees, thereby earning their loyalty and commitment. The problem of job anxiety cannot be solved by simply modifying the job or the wage system. There are human shortcomings and imperfections that cannot be eliminated through economic progress or technological advancement alone.

The research problem of this study was to identify the job alienation and job anxiety among LIC employees in the highly competitive market. The results of the study reveal that most of the LIC employees had low job alienation and low job anxiety. It shows that the employees were being well treated and effectively managed by LIC. At the same time LIC must concentrate on the employees those who had high job alienation and job anxiety. Further the empirical models exhibits that job alienation and job anxiety have important effects on job behavior, and that the concept can be very useful for analyzing the job behavior of employees.

The findings of this study not only throw light on the job alienation and job anxiety of LIC employees. It may also help scholars and researchers to develop new ideas, techniques and methods for coping with job alienation and job anxiety and to improve the employees’ job behavior.
IMPLICATIONS

The above findings and suggestions have specific implications for LIC and other insurance companies. They are stated below.

- As per this study’s results Job alienation and job anxiety were mutually positively influenced. Companies may make awareness about the impact of these concepts among employees.
- In order to maintain good job behavior among employees the management may reduce employees’ job alienation and job anxiety.
- Personal alienation had an influence on job alienation. In order to reduce job alienation, management may concentrate on personal alienation.

DIRECTIONS OF FUTURE RESEARCH

The researcher hopes that this research will be a guideline and useful primary information for further studies and to pay more attention for job alienation and job anxiety management practices and subjective well job behavior of the employees in other industries. The following are the directions of future research:

- It is highly encouraged to conduct further researches while considering more variables involved in job alienation and job anxiety in order to determine all the effective elements influencing job alienation and job anxiety in long-term.
- It is also suggested to conduct further researches of this type across private insurance companies and industrial units to generalize their findings.
- Embracing and further researching job alienation, including ways to reduce it, should prove to be a meaningful endeavor for both researchers and practitioners alike.