DISCUSSIONS

The discussions of results have been given utmost importance in any empirical research. It is the part which is totally based on the objectives of the research. In the present context, the objectives of the study were divided into two broader sections. The first section deals with the influence of Quality of Work Life, Ego-Strength and Job Attitude on Organizational Commitment of Managers of Private and Public Undertakings, while the other section is concerned with the examination of significance of difference between Managers of Private and Public Undertakings on all the measured variables and their respective dimensions.

In the present research, many new areas along with the old had been explored. So in the present investigation the researcher will discuss the results in the light of previous empirical findings and in the case of relational and comparative results hardly any guidelines has been followed just because of the absence of empirical evidences in this regards.

The results of the present study have been shown in sixteen different tables in which first table indicates the descriptive statistics while proceeding eight tables of the results deal with the influence of Quality of Work Life, Ego-Strength and Job Attitude on Organizational Commitment among Managers of both Private and Public Undertakings separately. The remaining seven tables of the results have clearly explained the significant difference between Managers of Private and Public Undertakings on Quality of Work Life, Ego-Strength, Job Attitude, Organizational Commitment and its respective dimensions.
Results start with the descriptive table indicating the minimum scores, maximum scores, means and SDs for both the groups of Managers on all the measured variables and their dimensions. Minimum scores, maximum scores and means of this table clearly show that Managers of Private Undertakings have scored higher on all the measured variables and their dimensions as compared to the Managers of Public Undertakings. This simply means that Managers of Private Undertakings have better Quality of Work Life, high Ego-Strength, more positive Job Attitudes and high level Organizational Commitment as compared to the Managers of Public Undertakings.

The first objective of the present research was “To determine the influence of Quality of Work Life, Ego-Strength and Job Attitude on Affective Commitment among Managers of Private Undertakings”. The result found is contrary to the set objective which simply revealed that not even a single independent variable has influenced the Affective Commitment of Managers of Private Undertakings. The result found can be explained in the way that Managers’ emotional attachment, identification and involvement with the organization will not be influenced by quality of work life, their level of Ego-Strength and Job Attitude. It means that Affective Commitment being the emotional part of the job has nothing or little to do with Quality of Work Life, Ego-Strength and Job Attitude as they are the part of cognitive aspect of the job. The cognition depends on the reality and actual experiences, whereas emotions do not.

Mathiew and zajac (1990) found that commitment had a weaker relationship with job performance as compared to withdrawal behaviour and turnover. One widely view is that attitudes are consistent forces in work behaviour. However, Lock and Lathan (1990) found only three to four percent variance of Job Attitude in the practical performance of Managers.
The second objective of the present research was to determine the influence of Quality of Work Life, Ego-Strength and Job Attitude on Continuance commitment among Managers of Private Undertakings. The result found partially fulfilled the said objective as it yielded that only Job Attitude and Ego-Strength influence Continuance commitment of Managers of Private Undertakings in positive ways. The results indicate that Continuance being more related with the costs associated with leaving the organization which is much more influenced by the Managers’ Ego-Strength and their attitudes toward the job than by quality of their work life. Riketta (2002) found a positive relation between attitudinal Organizational Commitment and job performance and identified different moderators of this correlation.

Job related attitudes play a major role in shaping the work behaviours of Managers in organizations. Lynn et al. (1990) have developed a theoretical model to describe the differential relationship between organizational attitudes such as Organizational Commitment and satisfaction and Job Attitudes like Job involvement and satisfaction. On the other hand Singh and Srivastava (1979d) reported that Ego-Strength appears to represent an important variable in supervision, morale and performance relationship. The level of morale is higher for high Ego-Strength group and lower for low Ego-Strength group under employee-oriented and production-oriented supervision groups. Thus, Ego-Strength as a positive factor in morale and productivity will have positive impact on the commitment to continue with the job and organization.

The third and fourth objectives of the present research were to determine the influence of Quality of Work Life, Ego-Strength and Job Attitude on Normative commitment and on Overall Organizational Commitment among Managers of Private
undertaking. The results found partially fulfilled the said objectives as they revealed that only Quality of Work Life influences normative commitment and overall Organizational Commitment of Managers of Private Undertakings in positive ways.

Quality of Work Life is a multidimensional construct usually referring to overall satisfaction with work life and with work/life balance, a sense of belonging to a working group, a sense of becoming oneself, and a sense of being worthy and respectable. Finegold et al. (2002) have found similar results and explained that construct of Quality of Work Life has positive impact on employee commitment. Donaldson, et al. (1999) revealed that Quality of Work Life factors significantly predicted Organizational Commitment, absenteeism, and tardiness and suggested to consider the value of improving the system of work in which employees are embedded as part of comprehensive work.

The fifth, sixth, seventh and eighth objectives of the present research were to determine the influence of Quality of Work Life, Ego-Strength and Job Attitude on Affective, Continuance Normative and Overall Organizational Commitment among Managers of Public Undertakings respectively. The results found partially fulfilled the above said objectives as they revealed that only Quality of Work Life can positively influences affective, continuance, normative commitment and overall Organizational Commitment of Managers of Public Undertakings. These findings have been positively supported by Robert (1998) who clearly revealed that Quality of Work Life plays a pivotal role in enhancing the commitment of employees which leads to organizational development.

However, this is important to note that incase of Managers of Private Undertakings, continuance commitments were found to be influenced greatly by Job
Attitudes and Ego-Strength, and normative and overall Organizational Commitment were found to be influenced by Quality of Work Life. These results are different from the results of Managers of Public Undertakings. The differences in the findings can be explained on the basis of differences in organizational structure, organizational culture and values, security of job and a host of other variables in two types of organizations. The Managers in both types of organizations, though work as link between the supervisors, workers and top management, but in Public organizations job security and job specification are clearly defined, hence question of non-continuance does not arise. Likewise their duties, works and responsibilities are governed by laws which make them responsible to the ultimate law framing agency, i.e. legislature. So, in this case Job Attitude and Ego-Strength do not seem to be so important for their commitment. In such a condition their commitment is related with the Quality of Work Life. Economic benefits and different types of insurances are related to Quality of Work Life, which in turn influences the commitment of Managers of Public Undertakings. It has been found that positive organizational climate; autonomy at work and economic benefits positively improves commitment towards the organization (Payne and Pseysey, 1971; Costello and Sang, 1974; Laffollette and Sims, 1975; Schneider and Snyder, 1975; Rajappa, 1978; Sharma, 1983; Kornbluh, 1984; Srivastava, 1996 and Venkatachalam et al., 1998).

The ninth objective of the present research was to determine the significance difference between Managers of Private and Public Undertakings on Quality of Work Life dimension. The result obtained fully supported the present objective as it revealed that Managers of Private Undertakings have scored significantly higher as compared to the Managers of Public Undertakings. The result clearly pointed out that manager of
Private Undertakings possess’ better quality of working life as compared to the Managers of Public Undertakings. Research conducted by Costello and Sang (1974) provide empirical support to the present findings and revealed that Public and Private firms were satisfied with security and social needs but were found to be a bit different in the form of fulfillment of increased order needs such as self-esteem, autonomy and self-actualization. On the other hand Rhinehard et al. (1969) and Johnson and Marcrum (1968) simultaneously revealed that increased dissatisfaction was found among Managers of Public Undertakings as compared to the Managers of Private Undertakings. In the same manner Dhillon and Dandona (1988) found significant difference between Managers of Private and Public banks on Quality of Work Life dimensions.

Sayeed and Sinha (1981) revealed that Quality of Work Life dimensions are related to job satisfaction in both the types of organizations but their findings are contrary to the present finding as they compared between high and low Quality of Work Life organizations and indicated systematic variation in the correlation pattern i.e. organization with low Quality of Work Life tended to yield comparatively better relationship between Quality of Work Life dimensions and performance measures than the organization with high Quality of Work Life.

The tenth objective of the present research was to determine the significance difference between Managers of Private and Public Undertakings on Ego-Strength. The result obtained fully supported the present objective as it revealed that Managers of Private Undertakings have scored significantly higher as compared to the Managers of Public Undertakings on Ego-Strength. The result leads us to conclude that managers of Private Undertakings have high Ego-Strength as compared to the Managers of Public
Undertakings. Studies conducted earlier have given direct or indirect support to the findings of present study. For example, Pederson (1965) revealed that subjects with high Ego-Strength will have greater unconscious concern for achievement than subject with low Ego-Strength. Singh (1978) and Singh and Srivastava (1979) viewed that there are only few studies in which the concept of Ego-Strength has been used in the field of industrial psychology. They have further revealed that Ego-Strength is more effective in production oriented supervisory group as compared to employee oriented supervisory group of workers which can be concluded that Private sector supervisory group are supposed to be the production oriented whereas Public sector supervisory group are employee oriented in their attitude.

The eleventh objective of the present research was to determine the significance difference between Managers of Private and Public Undertakings on Job Attitude. The result obtained fully supported the present objective as it revealed that Managers of Private Undertakings have scored significantly higher as compared to the Managers of Public Undertakings on Job Attitude. The result clearly pointed out that manager of Private Undertakings has more positive Job Attitude as compared to the Managers of Public Undertakings. It is evident from the earlier studies that job related attitudes play a major role in shaping the work behaviours of Managers in organizations. Job satisfaction, a considerable component of Job Attitude appears to be predictive of managerial performance. Earlier study conducted by Parker & Bradley (2000) viewed that the Public-Private distinction brings important differences not only in organizational structure, diversity of goals and resources but also in Job Attitudes and behavioural intentions as well.
The objectives from twelfth to fifteenth of the present research were to determine the significance difference between Managers of Private and Public Undertakings on Affective Commitment, Continuance Commitment, Normative Commitment and Overall Organizational Commitment respectively. The results obtained fully supported the objectives as they revealed that Managers of Private Undertakings have scored significantly higher as compared to the Managers of Public Undertakings on above mentioned dimensions and on overall Organizational Commitment. The above mentioned results clearly pointed out that manager of Private Undertakings have higher level of Organizational Commitment as compared to the Managers of Public Undertakings.

A number of studies conducted by following researchers provided their direct or indirect support to the present findings. Buchanan (1970) clearly indicates that industrial Managers observed greater commitment as compare to federal agencies on Organizational Commitment dimension. Lower Organizational Commitment levels were found in government Managers than were found in Private firm executives (Buchanan, 1974a, 1974b). Allen and Meyer (1990) revealed that the affective and continuance components of Organizational Commitment are empirically distinguishable constructs with different correlates. Zeffana (1994) reveals that Private sector employees had higher Organizational Commitment and scored high on flexibility, adaptation and on work group discontinuity than Public sector employees. Cohen and Gattiker (1994), in a meta-analysis of pay satisfaction and Organizational Commitment relationship found a significantly stronger relationship within the Private sector as compared to the Public sector. Private sector employees have been found to be more satisfied with various facets of their jobs.
In the same vein Boyane (2002) found that Public organizations are more bureaucratic, materialistic and have weaker Organizational Commitment as compared to Private organizations. On the other hand Samad (2007) found that Committed and satisfied employees are normally high performers and contribute towards organizational productivity. And finally, Mamta and Baldev (2010) assessed the level of employee engagement among Managers of a Public sector undertaking in India. The study has revealed that the level of employee engagement is quite modest. Three factors, namely, pay; job content and objectivity are found to be the predictors of employee engagement in this regard.