CHAPTER VII

CONCLUSIONS AND SUGGESTIONS

Results of the present research discussed in the preceding chapters need to be viewed in the context of organizations as socio-technical systems. The present work was based on a study of 325 white collar employees working in different capacities in different manufacturing organizations in and around Pune. Hence some useful generalizations may be offered regarding various aspects of behaviour in organizations. Employees' awareness of rights and responsibilities was measured by using free narration method; whereas questionnaires were constructed and used to study the strength of their job enlargement needs, degree of anxiety experienced by them, and their personality pattern and value system. Systematic analysis of various constructs did suggest some useful implications for understanding individual as a vital element of his socio-technical environment. An attempt was therefore made to suggest the directions in which efforts can be made to analyse behaviour related to work in each of the preceding chapters.

An attempt has been made in this chapter to sum up various findings of the present project and give tentative suggestions which may be put to test by investigators who may propose to undertake research in this area.
Employees' Awareness of Rights

It seems that the employees are usually more aware of such rights as participation, autonomy, human treatment, authority, benefits, and recognition; whereas they are less aware of the rights like responsibility, guidance, salary, working conditions, promotion, status, and security. In the light of what we observe in various industrial organizations it may be said that what is given to the employees does not suitably correspond with what they expect to get.

Content and scope of employees' awareness of rights was found to vary in relation to the core variables namely age, and value system; but not in relation to their personality pattern.

Variations in employees' awareness of contextual and content rights were not observed up to 38 years of age. The late middle age employees were found to be more aware of authority, autonomy, and status; and less aware of benefits and better working conditions as their rights. The results indicate that these employees perceived themselves as capable of handling their work effectively under the conditions of minimum control exerted on them. A structured questionnaire approach may perhaps reveal other unique expectations of such employees.
Employees dominant on post-industrialism value system were found to differ significantly from those dominant on industrialism value system in terms of awareness of content rights. The results indicate that attempts will have to be made to fulfil their expectations regarding participation, autonomy, recognition, responsibility, and status.

Content and scope of employees' awareness of rights was found to vary in relation to work biographical variables namely frequency of job changes, uniorganizational experience, and multi-organizational experience.

Analysis of employees' awareness of rights in relation to the work biographical variables showed that variations in the content and scope of their awareness of rights surface gradually. Such variations were found to have surfaced after having changed jobs twice and after having uniorganizational or multiorganizational experience of 10 years. Perhaps non-fulfilment of goal directed aspirations resulted in such aspirations being perceived by employees as unattainable through efforts. The final outcome therefore, was their selective assertivity of such aspirations in the form of rights. Uniorganizational experience and multiorganizational experience were found to influence employees' awareness of rights in different ways. Increasing multiorganizational
experience was found to create awareness of rights namely responsibility, challenging work, and status that reflected employees' productive orientation; whereas increasing uniorganizational experience resulted in the development of right to have better working conditions, and authority that reflected employees' desire for greater position power.

The findings of the present research regarding awareness of rights of employees with differing length of uniorganizational experience were not based on the study of single organization but on employees belonging to different organizations having differing length of association with single organization. More dependable results however are likely to be obtained by conducting intensive studies of single organizations. Such analysis may also enable the researcher to understand the relationship between organizational climate and awareness of rights. Results regarding awareness of rights of employees differing in the extent of their multiorganizational experience indicate that it is the responsibility of the managements to make use of the productive orientation of employees who have a work biography of varied work experience.

Content and scope of employees' awareness of rights was found to vary in relation to the organizational variables namely production technology, and hierarchical position; but not in relation to size of the organization.
The results showed that employees belonging to process technology organizations showed a pattern of awareness of rights that was uniquely different from those belonging to small-batch, and mass technology organizations. Significantly less percentage of employees belonging to process technology organizations showed awareness of content rights namely autonomy, authority, recognition, and responsibility. Functionally least active involvement of these employees in their own work appeared to have postponed an emergence of figure and ground pattern of awareness of various rights. The sample of employees belonging to process technology organizations available for the present study was small. It is likely that more dependable results could have been obtained on the basis of the study of a larger sample.

The pattern of awareness of rights of supervisors was found to be different from that of managers and engineers. The results reflected supervisors' feelings of being psychologically distant from their superiors. Supervisors were found to be aware of security, participation, responsibility, recognition, and promotion as their rights; whereas managers and engineers were found to be more aware of guidance, better working conditions, benefits, and autonomy as their rights.

Size of the organization, per se, was not found to influence employees' awareness of rights. No attempt was made in the present research project to study variations in psychological climates that are thought to be associated with
differences in organizational size. Analysis of employees' awareness of rights in relation to different aspects of psychological climates, however, may reveal differences in their awareness of rights.

Employees' Awareness of Responsibilities

The overall results showed that the largest percentage of employees showed awareness of task content responsibilities; followed by awareness of relations contextual, task contextual, and relations content responsibilities. Percentages of employees showing awareness of personalistic responsibilities, loyalty to superiors, to organization, and to department as responsibilities were individually extremely low, however, collectively the percentage works out to be quite high. Employees' awareness of these responsibilities was perhaps supportive to the fulfilment of task and relations related responsibilities.

Content and scope of employees' awareness of responsibilities was found to vary in relation to the core variables namely age, and personality pattern; but not in relation to their value system.

The results showed that outgoing-controlled-toughminded employees were more aware of task related responsibilities and less aware of relations related responsibilities. Their
high task orientation may not prove to be equally effective in different situations. The pattern of awareness of responsibilities of reserved-indisciplined-tenderminded employees, however, did not show implications of such an imbalance. A study of leadership influences exerted by employees of these two personality patterns may reveal the dynamics of leader-member relationships and their effectiveness.

The present study revealed that the content and scope of awareness of responsibilities of middle age employees was uniquely different from those of the other age groups. Particularly their increased awareness of task contextual, personalistic and loyalty related responsibilities reflected a tendency toward self analysis and reflection. Organizations can make use of their reflective mode of adjustment to facilitate increased efficiency and adaptability of employees of other age groups.

Content and scope of employees' awareness of responsibilities was found to vary in relation to the work biographical variables namely uniorganizational experience, and multiorganizational experience; but not in relation to the frequency of job changes.

Uniorganizational experience and multiorganizational experience were found to influence employees' awareness of responsibilities in different directions. Increasing
uniorganizational experience was found to make employees more and more aware of relations content, relations contextual, and loyalty related responsibilities; whereas multiorganizational experience was found to result in greater awareness of task contextual responsibilities in addition to relations content responsibilities. The results indicate that varied experience developed a balance between task and relations related role perceptions of employees.

Frequency of job changes, per se, was not found to influence employees' awareness of responsibilities. It is perhaps the nature and extent of task relevant experiences which influenced employees' awareness of responsibilities as discussed above.

Content and scope of employees' awareness of responsibilities was found to vary in relation to size of the organization, production technology, and hierarchical position (organizational variables).

Employees of medium size organizations were found to be more aware of relations and loyalty related responsibilities; whereas those belonging to small organizations were found to be more aware of task related and personalistic responsibilities. Differing psychological climate of differing organizational size was found to influence
awareness of responsibilities rather than rights. It seems that what changed was employees' approach of fulfilling their aspirations. The results suggest the need for implementing participative decision making approach in medium, and large organizations.

Employees belonging to process technology organizations were found to be less aware of relations related and task contextual responsibilities. The behaviour of these employees, faced with process technology, is controlled and directed by the nature of technology itself; which no matured person is expected to like. The consequence is that the employees showed very little awareness of relations related and task contextual responsibilities, though they very much liked to shoulder such responsibilities which was reflected in their awareness of rights.

Highly polarized patterns of awareness of responsibilities of managers on one hand, and of the supervisors and engineers on the other, were identified in the present study. Managers were found to be more aware of relations content responsibilities, and the responsibility of being loyal to the organization. Supervisors and engineers were more aware of relations contextual responsibilities and thus concerned with creating a relationship oriented work environment. Managers preferred to guide others through direct use of authority, and autonomy; whereas supervisors and engineers preferred a relationships based participative approach.
The findings indicate that further research is needed to study such differences in relation to effectiveness of leadership styles of both the groups and their role in change processes in organizations.

Job Enlargement

In this project an attempt was made to study the pattern and strength of (1) knowledge of company policy related to employees' own work, (2) task identity, (3) freedom of planning, (4) discretion for method, (5) freedom of pace, (6) feedback, (7) sociability, and (8) variety as job enlargement needs in relation to different variables.

The overall results showed that knowledge of company policy was the high strength need, followed by the need for task identity, freedom of planning, discretion for method, freedom of pace, and feedback as moderate strength needs; and sociability, and variety as low strength needs.

The pattern of relative strength of various job enlargement needs of the employees indicate that this pattern is congenial to vertical job enlargement. The results regarding employees' awareness of rights and responsibilities however show that a participative approach to job enlargement is likely to be successful.
The core variables namely age, and personality pattern were found to influence the pattern of employees' job enlargement needs; whereas value system was found to influence the pattern as well as the strength of such needs.

The results suggest that it is advantageous to study employees' pattern of relative strength of job enlargement needs in relation to their age and personality pattern before implementing job enlargement programmes. In general it seems that any job enlargement programme should focus its plans and strategies to meet the relatively stronger job enlargement needs of employees and that this could best be accomplished through participative approach. The results also show that greater strength of and unique pattern of job enlargement needs of employees dominant on post-industrialism value system is congenial to vertical job enlargement. More empirical work, however, is needed in this area to arrive at some useful generalizations.

The work biographical variables namely frequency of job changes was found to influence pattern of job enlargement needs; whereas uniorganizational experience was found to influence the strength of such needs. Multiorganizational experience, however, was found to influence both.
The pattern of job enlargement needs of employees who had changed jobs thrice or more was found to be different from that of the employees of the other categories. Their pattern of job enlargement needs suggest that they preferred vertical enlargement of their jobs.

Uniorganizational experience of 6 to 10 years was found to be a period of high concern for various job enlargement needs. Lack of opportunities to fulfil such needs, and desire for stability can be some of the possible causes of deterioration in the strength of these needs after 11 years of uniorganizational experience.

Varied multiorganizational experience of as long as 16 years and more was found to be associated with highest strength and unique pattern of job enlargement needs of employees. These employees can become the key agents of planning and implementing vertical job enlargement strategies in organizations. Multiorganizational experience of 11 to 15 years however, was found to be associated with low strength of various job enlargement needs; a finding which is similar to that of employees with uniorganizational experience. Further research is necessary to identify the factors that cause decrease in the strength of such needs during the period of 11 to 15 years of uniorganizational, and multiorganizational experience.
Organizational variables namely production technology, and hierarchical position were found to influence both the pattern and strength of employees' job enlargement needs; whereas size of the organization was found to influence the strength of such needs.

Nonfulfilment of various job enlargement needs of employees belonging to process technology organizations probably resulted in high strength of such needs. The results indicate that job enlargement programmes that include altering structural, technological, and work content variables may prove to be effective in process technology organizations. Introducing such changes, however, is not an easy task. Results of such changes however, will have to be tested.

Engineers and supervisors were found to have relatively stronger job enlargement needs; closely followed by managers, clerks and assistants, and trainees. Differences in the pattern of relative strength of their needs could be interpreted meaningfully in the context of their awareness of rights and responsibilities. Engineers were found to show extremely high strength of need to have knowledge of company policy related to their own work, and to have task identity; followed by moderate strength of all other needs. In the context of their awareness of rights and responsibilities it appears that job enrichment that facilitates the use of
authority, and autonomy, and that brings benefits is more likely to be favoured by them. Supervisors were found to show extremely high strength of need to have knowledge of company policy; followed by moderate strength of all other needs. In view of their pattern of awareness of rights and responsibilities it appears that participative job enlargement programmes that facilitate promotion, and recognition; and that reinforce their feelings of security may be favoured by them.

Managers were found to have stronger need to have freedom of planning, and task identity; followed by moderate strength of all the other needs. In the context of their pattern of awareness of rights and responsibilities it appears that vertical job enlargement that offers opportunity to exert greater authority and autonomy is likely to be favoured by them.

Clerks and assistants were found to show relatively high strength need of task identity; followed by lowest strength of the need for feedback, and sociability; and moderate strength of the remaining needs. In view of their pattern of awareness of rights and responsibilities it appears that they may respond favourably to job enlargement that can help them fulfil their right to have benefits, better working conditions, recognition, and greater responsibility.

Relatively low strength of various job enlargement
needs of the trainees was perhaps because of their less experience in their organization.

Employees of large organizations were found to show relatively low strength of various job enlargement needs than those of small and medium size organizations. In view of high functional interdependence of their tasks and their routine work, it may be suggested that a systems approach to job enlargement may prove to be more effective. Further research however is needed which will focus on the study of effective procedures of bringing about enlargement of jobs in broader system of work.

Anxiety

For the purpose of the present study, job anxiety was conceived of as having interpersonal and task components. Interpersonal anxiety was defined as fear, tension, and uncertainty resulting from anticipated inadequacy of coping effectively with the interpersonal events occurring in the context of one's own job. Task anxiety was defined as fear, tension, and uncertainty resulting from anticipated inadequacy of coping effectively with the task related activities of one's own job. Pearson r between interpersonal anxiety scores and task anxiety scores was found to be +.40. The correlation was found to be significant at .01 level. Significant positive correlation was only interpreted as an index of a linear relationship between the two components of anxiety.
Differences in degree of anxiety experienced by employees were found to be associated with core variables namely personality, and value system; but not with age.

In general, larger proportion of outgoing-controlled-toughminded employees was found to experience high job anxiety; whereas greater proportion of reserved-indisciplined-tenderminded employees was found to experience low job anxiety. Greater percentage of employees dominant on industrialism value system was found to experience high job anxiety; whereas greater proportion of those dominant on post-industrialism value system was found to experience low job anxiety. Studying the relationship between personality, and value system may prove to be more useful in having a comprehensive understanding of the role of core variables in relation to job anxiety. On the basis of the findings of the present study it may be hypothesized that outgoing-controlled-toughminded personality pattern and industrialism value system are positively correlated and contribute jointly to high job anxiety; whereas reserved-indisciplined-tenderminded personality pattern and post-industrialism value system show positive correlation with each other and contribute to low job anxiety.
Differences in the degree of interpersonal anxiety experienced by employees were found to be associated with multiorganizational experience; but not with uniorganizational experience, and with frequency of job changes.

Multiorganizational experience of more than 11 years was found to result in relatively greater proportion of employees experiencing low interpersonal anxiety. Experience of 5 or less than 5 years was found to contribute more to high interpersonal anxiety. High interpersonal anxiety of relatively less experienced employees was thought to reflect their difficulties in adjustment to their work environment. Perceived absence of challenging opportunities was probably the cause of low anxiety experienced by those with varied experience of 11 to 15 years; whereas low anxiety experienced by those having varied experience of 16 years and more was thought to reflect a change in their orientation from relationships to task.

The results indicate that high anxiety may reflect the process of individuals’ adjustment to work; whereas low anxiety may be interpreted as a state reflecting job dissatisfaction and stress; or a state only representing change in employees’ work orientation. Further analysis of job satisfaction, anxiety, and stress of employees with highly
varied multiorganizational experience may prove to be highly useful. Such a study can throw light on factors in interpersonal relationships influencing job satisfaction, and anxiety.

Differences in the degree of job anxiety experienced by employees were found to be associated with hierarchical position; but not with production technology, and size of organization.

Relatively greater percentages of engineers and supervisors were found to experience high job anxiety than managers. No such significant differences were observed in case of clerks and assistants, and trainees. High job anxiety of engineers and supervisors could be interpreted better in the light of their awareness of rights and responsibilities, and job enlargement needs. The causes of high anxiety experienced by these employees can be traced to the degree of fulfilment of their rights and needs and the way in which they perceived their roles in terms of their awareness of their responsibilities. The results indicate that polarization of supervisors' styles and expectations, and managers' styles and expectations will have to be reduced for handling various organizational problems. This can best be achieved through participative approach rather than through superficial attempts to introduce structural changes.