Chapter V

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SUMMARY AND CONCLUSIONS

5.1 Introduction:

Industrial psychologists are constantly trying to promote productivity in the industry and efficiency in the men who make it. The prosperity, if not survival of any business organization today largely depends on the performance of its employees. In view of its impact on individual performance and organizational productivity, job satisfaction has been subjected to close scrutiny. Job satisfaction and dissatisfaction are a function of perceived relationship between what one expects and obtains from one's job and how much importance or value he attributes to it (Locke, 1976). Davis (1979) observes that job satisfaction is the favourableness or unfavourableness with which employees view their work. In short, it is an overall feeling response to job situation.

Job satisfaction is a complex phenomenon resulting from multiple factors working together.
Broadly speaking, they are related to (1) the situation in which an employee works i.e. the organizational variables; (2) the individual characteristics and social context of the worker and (3) the characteristics of the job itself.

It is but the nature of human being to evaluate all those things, conditions and events with which he is related. Therefore, each employee shows the tendency to evaluate the climate of organization in which he works and where he spends the major portion of his life. Healthy evaluation or perception of various organizational properties has a major influence on motivation, productivity and job satisfaction. Moreover, the way an employee perceives the health of his organization is directed to some extent by his value systems related to work and life in general. Perceived organizational health in turn also influences his values related to work. Tiffin and McCormic (1962) rightly suggested that to understand human behaviour, it is always desirable to have some ideas about the set of
values by which people live in their work and the satisfaction associated with the type of work they do.

The present study was undertaken to explore the nature of relationship (1) between perceived organizational health and job satisfaction (2) between perceived organizational health and work values (3) between some socio-personal variables and job satisfaction as well as work values of bank employees.

5.2 Problem of the Present Study:

The present investigation has been mainly aimed at studying perceived organizational health, job satisfaction and six work values of employees of nationalized and co-operative banks of Rajkot region. In addition the study of effect of two other variables, namely, cadre of respondents and number of dependents have also been included in the present study. The exact problem runs as under:

"A STUDY OF ORGANIZATIONAL HEALTH (OH), WORK VALUES (WV), AND JOB SATISFACTION (JS) AMONG BANK EMPLOYEES"
5.3 Objectives of the Study:

The main objectives of the present study were as follows:

1. To assess the perceived organizational health of the varied type of banking organizations.

2. To study and compare the level of job satisfaction and work values of high perceived organizational health respondents and low perceived organizational health respondents.

3. To study the effect of type of banking organization of respondents where they serve, if any, on job satisfaction and work values.

4. To study the effect of cadre of the respondents, if any, on job satisfaction as well as work values.

5. To study the effect of number of dependents in the family of bank employees, if any, on job satisfaction as well as work values.

5.4 Hypotheses Tested:

Keeping in view the objectives of the present study the following null hypotheses were formulated and tested:
striving, attitude toward earnings, pride in work and job involvement - of the bank employees who have up to three dependents and more than three dependents in the family.

5. There is no significant interaction between/among various independent variables on the mean scores of job satisfaction and work values-social status of job, activity preference, upward striving, attitude toward earnings, pride in work and job involvement.

5.5 Variables:

The present investigation was designed to study the effects of four independent variables shown as below:

A. Independent Variables:

1. Organizational health (A): Subjects who perceived high organizational health (HOH-A1), and low organizational health (LOH-A2) were included.

2. Type of organization (B): Subjects from both nationalized (B1) and co-operative (B2) banks
were included.

3. Cadre of respondents (C) : Subjects were included at two different cadres viz., officers (C₁) and clerks (C₂).

4. Number of dependents (D) : Subjects having upto three dependents in the family (D₁) and more than three dependents in the family (D₂) were included.

B. Dependent Variables :

The investigator has treated scores of job satisfaction and six work values of each subject as dependent variables. The six work values are: (1) Social status of job (2) Activity preference (3) Upward striving (4) Attitude toward earnings (5) Pride in work and (6) Job involvement.

5.6 Experimental Design :

Looking to the objectives of the study a 2x2x2x2 factorial design was considered most appropriate which not only provided information about main effects but also furnished detailed information regarding the
interaction between/ among all the four independent variables with regard to job satisfaction and all the six work values.

5.7 Sample:

The factorial design had 2x2x2x2 dimensions and thus it consisted of 16 cells, 30 subjects were included in each cell, thus making total sample of 16x30 = 480 subjects. This randomly selected sample of 480 subjects consisted of officers and clerks of nationalized banks and co-operative banks, with high and low level of perceived organizational health and who had upto three dependents and more than three dependents in the family.

5.8 Tools.

In order to measure perceived organizational health, job satisfaction and work values of bank employees following standardized tests were used:
(1) Miles' Organizational Health Inventory (OHI):

A Gujarati version of Miles' OHI, adapted by Education Department, M.S. University, Baroda, was employed to measure the health of organization as perceived by the bank employees. OHI consists of 40 items, each item to be responded by selecting any one answer out of five possible alternatives. The possible range of scores is between 40 and 200.

(2) The Brayfield-Rothe Job Satisfaction Scale (JSS):

A Gujarati adaptation of JSS done by Dr. J.C. Parikh was used to measure the job satisfaction of bank employees. The scale consists of 18 items dealing with an individual's feeling toward his job as a whole. Each item could be replied by checking any one of the five possible answers. The possible range of scores is between 18 and 90. The measure is designed to be applicable to a wide variety of jobs.

(3) Wollack's Work Value Scale (WVS):

In order to measure work values of the bank employees a Gujarati version of WVS adapted by M.M.
Joshi, was employed. WVS measures six work values viz., social status of job, activity preference, upward striving, attitude toward earnings, pride in work and job involvement. It consists of 54 items. Each item could be replied by checking any one of the six possible answers. The possible range of scores for each work value is between 9 to 54.

5.9 Procedure:

In the initial stage a large number of about 985 employees of nationalized and co-operative banks, were randomly selected and administered OHI, JSS and WVS along with personal data sheet. For the analysis of the data in factorial design, finally only 480 subjects were included assigning 30 to each cell (16 x 30 = 480) keeping in view the four independent variables of the study.

5.10 Data Analysis and Results:

The obtained data of 480 subjects were analysed with adequate statistical techniques of
Analysis of Variance and Newman Keuls' Sequential Rang Test. The results obtained through such statistical analysis have been presented in the various tables and have been discussed in details in the main body of the thesis.

The entire research work of the thesis has been presented into five chapters along with references and appendices.

5.11 Conclusions:

The statistical analysis as mentioned above and discussion as well as interpretation of the results in earlier chapter warranted the following conclusions:

Conclusions for job satisfaction:

1. Almost all bank employees exhibited higher job satisfaction (above the median point) implying that they were satisfied with their job.
2. There existed significant job satisfaction difference between bank employees with high perceived organizational health and low perceived
organizational health. In other words bank employees with perceived LOH had low level of job satisfaction than employees with perceived HOH.

3. The type of organization did not contribute significantly in job satisfaction of bank employees. It means employees working in nationalized as well as co-operative banks exhibited almost same level of job satisfaction.

4. Respondent's cadre had nothing to do with the job satisfaction, that is, both officers and clerks expressed equal level of job satisfaction.

5. Number of dependents in the family played significant role in job satisfaction of the respondents. Bank employees having less number of dependents (upto three) in the family differed significantly on job satisfaction from those who had more than three dependents in the family. Surprisingly, present result suggested that more the dependents in the family, more the level of job satisfaction.

6. Interactive influences: However, these four variables were not independent but were
interdependent as found from their significant interactions. Five interactions turned out to be significant, these were: (1) AXD (2) AXBXC (3) AXBXD (4) AXCXD (5) AXBXCXD.

Conclusions for work value - social status of job:

7. Almost all bank employees scored higher above the median point in work value of social status of job, implying that all employees valued social status of job.

8. Employees perceiving high organizational health significantly differed, on social status of job work value, from those who perceived low organizational health. In other words bank employees with high perceived organizational health put more emphasis on social status of job than employees perceiving low organizational health.

9. The type of organization did not contribute significantly in work value - social status of job, of bank employees. It means employees working in nationalized and co-operative banks valued almost equally the social status of job.
10. The cadre of the bank employees had nothing to do with the work value-social status of job. It means employees belonging to officer cadre valued social status of job as equally as employees belonging to clerk cadre.

11. Number of dependents in the family did not play any significant role in work value-social status of job. Bank employees having less number of dependents (upto three) did not significantly differed, on this value, from those who had more than three dependents in the family.

12. Interactive influences: Five interactions turned out to be significant, these were: (1) AxB (2) AxBxC (3) AxBxD (4) BxCxD and (5) AxBxCxD.

Conclusions for work value-activity preference:

13. Almost all bank employees scored higher above the median point in work value of activity preference, which implied that most of the bank employees valued activity preference.

14. Perception of organizational health had significant effect on work value of activity preference. Bank
employees perceiving high organizational health
valued activity preference more than employees
perceiving lower organizational health.

15. The type of organization had no significant
influence on work value activity preference. It
means both nationalized as well as co-operative
bank employees put equal emphasis on activity
preference.

16. The cadre of the bank employees did not play any
significant role so far as work value of activity
preference is concerned. Officers and clerks both
gave equal priority to activity preference.

17. Having less or more number of dependents had no
impact on work value-activity preference. In other
words bank employees having more number of
dependents gave as much priority to activity
preference as did the employees with less number of
dependents.

18. Interactive influences: Three interactions turned
out to be significant, they were: (1) $AxBxC$ (2)
$AxBxD$ and (3) $AxBxCxD$. 
Conclusions for work value upward striving:

19. Almost all bank employees scored very high in work value of upward striving thus implying that upward striving was the important value for a large number of bank employees.

20. Perception of organizational health had significant impact on the value of upward striving. That is to say bank employees with high perceived organizational health also valued upward striving highly than employees with low perceived organizational health.

21. Type of organization contributed significantly to the work value of upward striving. In other words nationalized bank employees significantly differed from co-operative bank employees with respect to upward striving work value, latter giving more emphasis on this value than their counterparts.

22. The cadre of the bank employees had nothing to do with the work value of upward striving. It means irrespective of their cadre, officers and clerks valued upward striving equally.
23. Number of dependents did not disclose any impact on the work value of upward striving. It means bank employees with more number of dependents gave as much importance to upward striving as did employees with less number of dependents.

24. Interactive influences: Four interactions turned out to be significant, they were: (1) BxC (2) AxBxC (3) AxBxD and (4) AxBxCxD.

Conclusions for work value-attitude toward earnings:

25. Almost all bank employees gave less priority to the value of attitude toward earnings as compared to other five work values.

26. Perception of organizational health had significant influence on work value-attitude toward earnings. Bank employees with low perceived organizational health gave more importance to this value, while employees with high perceived organizational health gave least importance to this value.
27. The type of organization had no concern with the work value of attitude toward earnings. It means employees of both nationalized and co-operative banks put equal emphasis on this value.

28. The cadre of employees played significant role in work value-attitude toward earnings. It means the work value of attitude toward earnings was given more priority by clerks as compared to officers.

29. Having more or less number of dependents significantly influenced the work value of attitude toward earnings. Bank employees with more than three dependents in the family valued attitude toward earnings high than those having less number of dependents.

30. Interactive influences: Four interactive effects turned out be significant, they were: (1) AxBxC (2) AxBxD (3) BxCxD and (4) AxBxCxD.

Conclusions for work value - pride in work:

31. Almost all bank employees gave highest importance to the work value of pride in work as compared to all other work values.
32. Perceived level of organizational health significantly affected the work value of pride in work. It means bank employees with high perceived organizational health significantly differed on this value from those who perceived low organizational health. Employees perceiving high organizational health valued pride in work more.

33. Type of organization did not exhibit any significant impact on the work value-pride in work. In other words both officers and clerk valued pride in work equally.

34. The cadre of the bank employees did not reveal any effect on work value pride in work. It means officers did not differ significantly from clerks on this value.

35. Number of dependents did not play any significant role in work value of pride in work. It means bank employees having less number of dependents in the family and those with more number of dependents put similar emphasis on pride in work.
36. Interactive influences: Four interactions turned out to be significant, they were: (1) AxBxC (2) AxBxD (3) AxCxD and (4) AxBxCxD.

37. Almost all bank employees scored high above the median point in work value job involvement implying that a large number of bank employees valued job involvement.

38. There existed a significant difference on work value of job involvement between employees with high perceived organizational health and those with low perceived organizational health. In other words bank employees with high perceived organizational health valued job involvement quite high than those who perceived low organizational health.

39. Type of organization did not play any significant role in work value of job involvement. It means both nationalized as well as co-operative bank employees gave similar importance to the job involvement.
40. The cadre of the bank employees did not reveal any significant impact on the work value of job involvement. It means both officers and clerks valued job involvement almost equal.

41. Number of dependants in the family did not have any significant influence on the work value of job involvement. Bank employees with more number of dependents put as much emphasis on the work value of job involvement as did employees with less number of dependents in the family.

42. Interactive Influences: Four interactions turned out to be significant, they were: (1) AXC (2) AXBXC (3) AXBXD and (4) AXBXCXD

5.12 Limitations of the Study:

The broad aim of any research is to make generalizations from the findings related to the sample and to apply these generalizations to the population or universe from which the sample is randomly drawn. This requires computation of parameters with appropriate statistical tests. However, such aim of generalization in any research work has its own limitations detected by
the statistics used and the procedure for selection of sample as well as sampling errors. In the present investigation all the possible care and precautions have been observed to make most adequate statistical analysis and most representative selection of sample through randomization. Still at the same time the investigator is fully conscious of the limitations of the study, they are as under:

1. The study was carried out on bank employees of both the sectors i.e. nationalized and co-operative banks of Rajkot region during the year 1992.

2. Three standardized psychological tests such as organizational health inventory, job satisfaction scale and work value scale, were employed to assess the responses of the respondents.

3. The sample among the bank employees was selected through the random sampling procedure. The final sample was of 480 respondents.

4. The study was carried out on the basis of the responses of the bank employees from the respective banks.
5. Care must be taken while interpreting the results based on this sample.

5.13 Implication of the Study:

The present findings clearly suggest that employee's job satisfaction as well as all the work values have been influenced by how the person perceives the health of his organization. The results have at least two implications for the management. First, the human relation in modern industrial organization is very tricky and crucial. It is easy to handle a machine but difficult to work with human. So management must keep itself aware of such factors which may lead to employee's satisfaction and happiness, as the happy and satisfied worker is a productive worker too. Organizational health is an important factor leading to high level of job satisfaction. Management, therefore, should introduce healthy norms and should take necessary steps to improve the quality of work life in such a way that each employee perceives the total work environment positively. Secondly employees who perceive
high organizational health also tend to give more importance to work oriented values like, activity preference, job involvement and pride in work, which again may prove to be crucial for effective functioning of the organization. As these values ultimately govern employee’s behavior in work situation, it becomes beneficiary both for organization and society at large.

5.14 Suggestions for the Further Research:

The author of the present investigation is aware of the limitations of the tools used. In the present case organizational health inventory, job satisfaction scale and work value scale were used to measure the level of perceived organizational health, job satisfaction and work values. In spite of her careful attempts for using the tools some difficulties have been faced by the investigator. It is suggested for further researcher that more appropriate procedure for adaptation of the test should be taken and before using the test it should be applied on small sample for pilot study.
It is also further suggested that the other researchers may follow up this present study with different samples as well as contemplated correctional studies in future, improving upon limitations of the present study, including more variables, using different tools, more refined research design and adequate statistical procedure for confirming or otherwise the present findings.

In the present investigation various dimensions of organizational health are not treated and discussed separately in stead overall perceived organizational health was discussed. It is suggested by the present investigator to make a comprehensive study of all these dimensions.

The investigator feels that she has only sketched the surface of the aspects of individual effectiveness in this study. There are many problems of research which should taken up in this direction with many fold variables. The following is the list of problems of further research which is by no means an exhaustive one.
1. A correlational study of work values and job satisfaction among managers and workers.

2. A psychological study of job involvement, work stress and organizational health.


4. Leadership style and organizational health as the predictors of performance and satisfaction.

5. A comparative study of successful and unsuccessful managers and their work values.