

CHAPTER - VIIFINDINGS AND CONCLUSIONS:

The present chapter focuses on over all findings and conclusions followed by explanations, functional implications and suggestions.

Overa all Findings:In Repetitive Job Groups of all the three Units:

1. Deference and Order are highly correlated with job Involvement in GC and SC Unit.

Exhibition and Nurturance are negatively highly correlated with Job Involvement in GC and SC Unit.

The Abasement is highly correlated with Job Involvement in SC Unit while Dominance and Endurance are highly correlated in GC Unit.
2. Similarly Deference is highly correlated with Job Morale in SC and GC Unit and Abasement in SC & AG Unit.

Intrasection Exhibition is highly correlated with Job Morale in GC & SC Unit. However correlation is negative.

Affiliation and Endurance have been found positively correlated with Job Morale in GC Unit.

Dominance has been found highly correlated with Job Morale in AG Unit. However the relationship is negative.
3. Deference is highly correlated with Job Adjustment in all the three units.

Order is highly correlated with Job Adjustment in GC and SC Unit.

Exhibition is highly correlated with Job Adjustment in all the three Units. However relation is negative.

Nurturance & Dominance has been found highly correlated with Job Adjustment in AG Unit. However relation between Dominance and Job Adjustment is negative.

Affiliation and Endurance are highly correlated in GC Unit.

In Varied Job Group of all the three Units:

1. Achievement, is highly correlated with Job Involvement in GC and AG Unit.

Change is highly correlated with Job Involvement in SC and GC Unit. However relationship is negative.

Hetro-Sexuality is highly correlated with Job Involvement in all the three Units. However, relationship is negative.

2. Similarly Achievement is highly correlated with Job Morale in all the three Units.

Intraception, change are highly correlated with Job Morale in GC and SC Unit. However, the change has negative relationship with Job Involvement.

Autonomy shows high correlation with Job Morale. The correlation is negative.

3. Achievement and change are highly correlated with Job Adjustment in all the three Units. However change has negative relationship with Job adjustment.

Deference and autonomy are highly correlated with Job Adjustment. However, the relationship is negative.

Affiliation has positive and high correlation with Job Adjustment in AG and GC Units.

Intracception shows high but negative relationship with Job Adjustment in AG and GC Unit.

Significant or high difference in Correlations of Repetitive and varied Job Groups in all the three Units.

There is significant is high difference in correlation between Achievement and Job Involvement, Job Morale, Job Adjustment in two different Job groups in all the three units. However, the difference is negative.

There is significant or high difference in correlation between Order and Job involvement, Job Adjustment in two different job groups in GC and SC Units. There is significant difference in correlations between order and Job Morale in GC Unit.

There is significant a high difference in Deference between Job Involvement, Job Morale and Job Adjustment in two different job groups in AG and SC Units.

There is significant or high difference in correlation between Exhibition and Job Involvement, Job Morale and Job Adjustment in two job groups in GC and SC Units.

There is significant or high correlation between change and Job Involvement in SC Unit, change and Job Morale in SC and GC Unit, change and Job adjustment in two different Job groups in AG and GC Units.

There is significant or high correlation between Autonomy and Job Involvement, Job Morale and Job Adjustment in AG Unit, Autonomy and Job Morale, Job Adjustment in GC Unit. The difference is negative.

There is significant or high correlation between Intraception and Job Morale, Job Adjustment in two different job groups in GC and AG Units.

Conclusions:

1. Repetitive Job

Achievement, Succorance, Hetro Sexuality and Aggression do not figure in any high correlation with Job Involvement, Job Morale and Job Adjustment.

Autonomy, Affliation, Intraception, change have occassionally figured in high correlation with Job Involvement, Job Morale, Job Adjustment.

Nurturance, Abasement, Dominance Endurance frequently appear in high correlation with job Involvement, Job Morale and Job Adjustment.

Deference, Order and Exhibition prominently figure in high correlation with Job Involvement, Job Morale and Job Adjustment.

2. Varied Job:

Order, Exhibition, Succorance, Abasement, Aggression do not figure in any high correlations with Job Involvement, Job Morale and Job Adjustment.

Endurance & Nurturance appeared occasionally in high correlation with Job Involvement, Job Morale and Job Adjustment.

~~Hetro Sexuality~~, Dominance, affiliation, Intraception have figures frequently in high correlation with Job Involvement, Job Morale and Job Adjustment.

Achievement, Change, Deference, Autonomy ^{Hetero sexuality} prominently show high correlation with Job Involvement, Job Morale and Job Adjustment.

3. Personality Needs and Job Involvement, Job Morale, Job Adjustment:

Deference is correlated with Job Involvement, Job Morale and Job Adjustment with both the groups i.e. Repetitive Job Groups as well as varied Job Groups.

Achievement, Autonomy, Change, Hetro Sexuality are highly correlated with Job Involvement, Job Morale and Job Adjustment in varied Job Groups.

Tables showing the place of needs in Repetitive and
Varied Job Groups:

Repetitive Job Group

Prominantly Appear in high/Signifi- cant correla- tions	Frequently appear in high/signifi- cantly correlations	Occasionally appear in high/signifi- cantly correlations	Do not appear in high/sig- nificant correlations
Deference	Nurturance	Autonomy	Achievement
Order	Abasement	Affiliation	Succorance
Exhibition	Dominance	Intracception	Hetro-Sexuality
	Endurance	Change	Aggression

Varied Job Group

Prominantly appear in high/signifi- cant correlations	Frequently appear in high/signi- ficantly correlations	Occasionally appear in high/signifi- cant correlations	Do not appear in high/sig- nificant correlations
Achievement	Dominance	Endurance	Order
Deference	Affiliation	Nurturance	Exhibition
Hetero Sexuality	Intracception		Succorance
	← Change		Abasement
	← Autonomy		Aggression

The degree of difference of two correlation and between Personality needs and Job Involvement, Job Morale and Job Adjustment in two different job groups.

There is frequent significant or high difference in correlations between Achievement, Order, Deference, Exhibition, Change, Autonomy, Intraception and Job Involvement, Job Morale and Job Adjustment in two different job groups i.e. Repetitive Job Group and varied Job Group.

The Over all Conclusion :

There is no significant variation in Pattern of preference for personality needs for Repetitive Job Group and varied Job groups in all the three Units.

Moreover, there is no significant variation in degree of Job Involvement, Job Morale and Job adjustment in two different groups in all the three units.

That Achievement, Autonomy change, Hetro Sexuality are highly correlated with Job Involvement, Job Morale and Job Adjustment in varied Job. These high correlations do not exist with repetitive Job Group.

Similarly Exhibition and Order are highly correlated with Job Involvement, Job Morale and Job Adjustment in Repetitive Job Group. These high correlations do not exist with varied Job group.

Thus, it can be concluded that an operative with high need for achievement and Low need for Hetero-Sexuality when engaged in varied job performs varied job is likely to have more job involvement, job morale and job adjustment compare to an operative who is engaged on a repetitive job.

Similarly, an operative with high need for order and low need for exhibition is likely to have more job involvement, job morale and job adjustment compare to an operative who is engaged on a varied job.

However, two results can be considered unexpected and require more detailed probing and analysis of these results. It can be assumed that an operative with low need for change and autonomy will have more job involvement, job morale and job adjustment from the repetitive job rather than varied job. However, result show that change and autonomy frequently appear highly correlated with varied job than the repetitive job.

The high correlation between autonomy and job involvement, job morale and job adjustment with varied job when the need for autonomy is low indirectly suggest that it is not necessary to have high strength ϕ for higher order needs to have job involvement, job morale and job adjustment from the varied job. The result contradicts the Lawler and Hackman's

earlier result though both the studies are of different nature. The change as the personality need, has been described in particular manner by Edward in his Personality Preference Schedule and can be considered different from the general impression where change and variety communicate same thing. Therefore, it becomes necessary to analyse how these needs have been viewed by the operatives and role played by the perception and general impression of these needs. In fact, these needs are psychological in nature and require further probing in to psychological relationship between these needs and nature of job.

The available literature has clearly brought out the role played by the personality and motivational structure on the job-person relationship. The various job enlargement and job enrichment experiments bring this out clearly. The maslowian needs have played the role of moderating agent in several job characteristics researches. Thus, the findings of various researches show that personality needs do influence the job responses which is the outcome of job characteristics.

The present study focuses on fifteen personality needs described by Edward. If we analyse the preferences of all the operatives in all the three Units three needs which have been highly preferred clearly emerge.

1. Order
2. Endurance
3. Achievement

Similarly following three needs emerge with least preference among the operatives.

1. Hetro-Sexuality
2. Aggression
3. Exhibition.

However, if we think deeply about these personality needs, we will find that the needs which have been highly preferred are the needs which are highly appreciated in our social system. Thus, in a way the results of the present study are in confirmity with the existing social system. The samething is true about the needs which have been least preferred by the operatives. These are the needs which do not constitute social values of our society. Hetro-Sexuality, Aggression and exhibition are still not acceptable in our system. The most of the operatives are senior in age with high length of service. Obviously with age, experience and maturity, the perception about hetero-sexuality, aggression, exhibition changes and a person appreciates the personality needs such as Order, Endurance, Achievement, In GC Unit where operatives

have been young. The need for hetero sexuality has been relatively highly preferred than the senior operatives.

A few personality needs figure in high or significant correlation with job involvement, job morale and job adjustment in all the three industrial Units. The different personality needs have shown high/significant correlation with job involvement, job morale and job adjustment. The common needs showing the high/significant correlation are few.

The main reasons for this result can be that

- (i) The available literature shows the positive correlation between job involvement, job morale and job adjustment. However, these distinct variables. The degree and direction of their exact relationship is not known. The variation in the contents of these variables must be reflecting in the different needs showing different correlations with job involvement, job morale and job adjustment.
- (ii) The data have been collected from the three different limits. The management policies and organisational climate one likely to influence the results of present data for different industrial Units. Therefore, the above variables playing some role can not be ruled out.

- (iii) The differences demographic variables have not been considered in their influence on the results. The plenty of literature is available showing the relationship between age, education, length of service, and job involvement, job morale and job adjustment. In all probability the demographic variables must have influenced these results of the present study.

However, it is difficult to incorporate all the variables of the organisation and measuring the impact of these variables in any research project. Nor these variables come directly within the scope of present study.

Functional Implications:

After having given the main findings of this study it would be worth while to indicate their functional implications. This is undertaken in the following paragraphs.

As we have seen earlier that an operative with high need for achievement, and low need for hetero-sexuality when engaged in varied job is likely to have more job involvement, job morale and job adjustment in contrast to one who is engaged on a repetitive job.

Similarly, an operative with high need for order and low need

for exhibition is likely to have more job involvement, job morale and job adjustment in contrast to one who is engaged on a repetitive job.

An industrial organisation can be benefitted by these findings particularly in policy decision making in such spheres as selection, placement training and transfers. These findings would help in creating right kind of job need congruence which in turn would lead to an improved organisational culture and work climate. The findings would be useful to management when it is thinking of introducing changes in job context. In fact, the findings can play a vital role in the area of change management.

In view of these findings, management should be benefitted in bringing about a richer and more meaningful working life. This itself will be quite rewarding not only to the management but to the operatives as well.

As the findings would enable management to know the personality needs of operatives, they can be helpful when they are thinking of redesigning the job or even adopting new technology. Further, management can be benefitted by these findings as and when it faces problems regarding collective bargaining, strikes, and interaction with trade Unions.

Suggestions:

The following are some of the suggestions for the future researches:

- (i) The degree and direction of the distinct relationship between job involvement, job morale and job adjustment should be obtained to know their exact relationship. Such knowledge would be of immense value for different areas of research in organisational behaviour.
- (ii) The study of demographic variables should also be considered to know how these variables such as age, experience, education, marital status play their role in organisational life in general and job-person relations in particular.
- (iii) There exists some confusion regarding the concepts of job involvement, organisational involvement, intrinsic motivation, job satisfaction ego involvement and so on. Further research in this sphere is extremely desirable.
- (iv) Some additional variables such as participation in decision making, role clarity and ambiguity and work climate may be related to job involvement, job morale and job adjustment in future researches.