

CHAPTER VII
SUMMARY AND CONCLUSIONS

Summary of Findings:

1. Age and education are related to the time-competence and inner-directedness not directly but through the mediation of bureaucratic-orientation, belief-system and attitude towards change.
2. The employees' position in organizational-hierarchy and the number of positions existing above their position significantly influence their time-competence and inner-directedness but not the self-actualizing values.
3. The number of positions that exist below the employees' position affect their time-competence and inner-directedness not directly but through the mediation of bureaucratic-orientation, belief-system and attitude towards change. The number of positions existing below the employees' position don't contribute towards the adoption of self-actualizing values.
4. The income has been turned out to be the significant factor contributing towards time-competence, inner-directedness and self-actualizing values.
5. The length of service does not affect the psychological growth of the employees. The study on the different, larger

samples may show different results.

6. The openness of belief-system significantly contributes towards time-competence, inner-directedness and self-actualizing values. The regression-analysis reflects the belief-system to be a significant predictor of time-competence but not of inner-directedness. This discrepancy is explained in terms of the limitations of personal opinion scale cover the dimension of inner-directedness. The belief system significantly predicts the adoption of self-actualizing values.

7. The acceptance of change significantly contributes towards time-competence, and inner-directedness. It shows insignificant correlation with self-actualizing values. Through the regression-analysis, the acceptance of change has been turned out to be a significant predictor of time-competence but not of the inner-directedness and self-actualizing values. The reason is explained in terms of the incompetency of the self opinion scale to cover the dimension of inner-directedness and self-actualizing values.

8. The bureaucratic-orientation significantly affects the time-competence and inner-directedness of the employees but not the self-actualizing values. It has been turned out to be the significant predictor of time-competence and inner-directedness.

Concluding Remarks

It is evident from the results of regression-analysis that the construct of bureaucratic-orientation is the highest predictor of time-competence ($F = 58.69$, $p < .01$) and inner-directedness ($F = 58.44$, $p < .01$). The organizations having relatively greater degree of bureaucracy facilitate the bureaucratic-orientation among their employees. Moreover, a bureaucratic-oriented employee would not be able to attain his maximum psychological growth despite the operation of other important factors that contributes towards psychological growth.

Further, the correlational and regression-analysis reflect that managements facilitate their employees' time-competence and inner-directedness but they provide a little opportunities to exercise their self-actualizing values. They are not much aware of the self-actualizing values that motivate the employees when they have been sufficiently gratified in their basic needs. Therefore, most of the employees in the industrial organizations don't get opportunities to function at eupsychian level.

The findings of the above research has relevance for organizational development in so far as they enhance human achievements and growth in the organizations. Most of the organizations discourage variability in the work and emphasize on staffing, structure and close supervision.

This system of management renders employees frustrated in the actualization of their higher values.

It has been observed through findings that while designing organizations, one should consider some very important factors such as employees' position in the organizational hierarchy and the number of positions existing above and below their position. The number of positions that exist above and below employees' position facilitates or hampers their psychological growth. While designing organizations a flat, horizontal organization should be preferred to the vertical organizations with many gradations in the hierarchy. Moreover, an organizational climate which is conducive to openness in interactions and communications should be created to encourage more self-actualization and less bureaucratic - orientation in individuals as well as create a positive attitude towards change.