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SUMMARY AND CONCLUSIONS
In the textile industry the most important aspect to remember is the position of the supervisory and non-supervisory, technical and non-technical personnel in terms of salary scales. For example, if we look at the salary scales of technical supervisors and non-technical supervisors and compare them with salary scales of weaving, spinning, and bleaching superintendants in the textile world, we will find big differences. It is difficult to understand by what logic a qualified technical personnel is taken out from a textile mill and put into another textile mill, immediately his market.

It is permissible if the differences were on the basis of qualifications, experience and length of service which should be the only principle. The moment a qualified technical personnel is taken out from a textile mill and put into another textile mill, immediately his market
value or his money valuation is doubled. This is happening everywhere. In this climate, it is difficult to keep up the morale of those workers who contribute the major - textile production. It is high time that those who are responsible for textile production in this city of Ahmedabad took serious note of the fact that the differentiation that exists between scales of pay, conditions of service, security of services, hours of work. The qualified technician not only influences the society he lives in but is also influenced by certain inner intrinsic values, attitudes, satisfaction and involvement with his achieving of needs. Many factors have a role in the creation of these attributes.

Organization or management involves both material and human management. Material management involves the decisions on what to produce, and in what way to produce, and among the guiding motives are minimisation of cost and maintenance of standards. Human management also form an important part of organization. An essential condition for successful human management is to see that in
filling up jobs, the square peg is placed in the square hole and the round peg in the round hole. This involves a clear formulation of job qualifications and recruiting machinery that brings to the jobs in question a candidate with appropriate qualification. Any sloppiness shown is either of these will lead to māl-utilization of human resources and therefore result in a fall of standards. In other words, quality of textile production will be determined by quality of technical competence in the three spheres - spinning, weaving, and finishing together with the satisfaction and involvement of the employees.

Problem

The history of job satisfaction - involvement-need achievement research is rather more impressive than that of the concepts like job attitudes and morale. Despite all its richness job satisfaction research has suffered through neglect in the area of organizational commitment, involvement and managerial satisfaction. Since the publication of "Job Satisfaction", a classic review of about 32
students, by Hoppock in 1935, numerous research articles and books have been published on these topics. A thorough research review by Herzberg, Peterson, and Campwell (1957) included 1857 references. According to an estimate about 3350 articles including dissertations have been published upto 1972 (Locke, 1976). As recognized by Cummings and Elsalmi (1967), and Roy and Raja (1974), there are very few studies available in this particular area of job satisfaction and involvement. Most of the studies available to date are mainly concerned with the problem of rank-and-file workers and occasionally deal with white-collar employees. Further, they suffer from lack of comprehensiveness. Most of them have been limited to few variables which have been dealt in connection with job satisfaction either using these variables as antecedent variables or the outcome variables. In the present investigation an attempt has been made to fill in these gaps. The present investigation was directed to deal with job satisfaction and job involvement of supervisory and non-supervisory personnel. An attempt has also been made to include a large number of variables as antecedent conditions to
job satisfaction and involvement. Six textile mills of Ahmedabad have provided the sample of population under study.

The following hypotheses were tested in the present investigation.

**Hypotheses**

(1) Persons with different levels of locus of control will differ significantly in relation, to their job satisfaction and job involvement.

(2) Negative relationship may exist between job satisfaction and job involvement.

(3) The higher the degree of job satisfaction with work the more would be the perceived

i) satisfaction of higher order needs on the job

ii) Job autonomy

iii) Challenge offered by the job.
(4) The higher degree of job involvement with the organization the more would be the perceived 
   i) Chance of rising in the hierarchy 
   ii) Participation in the decision making 
   iii) Job autonomy 
   iv) Support from the immediate superior.

(5) Age, tenure are very closely related to job involvement and job satisfaction.

(6) Persons high on job involvement would be higher on
   i) Internal locus of control 
   ii) Work values 
   iii) Importance of higher order needs and need satisfaction.

(7) Longer the service with the organization stronger the job satisfaction than job involvement.

(8) Higher the degree of job involvement higher
the perceived levels of abilities required for the job.

Methodology and Statistical Analysis

Measures used in this study were

1) An Index of Job Satisfaction - by Brayfield and Rothe
2) An Index of Job Involvement - by Lodahl and Kejner
3) Locus of control - by Rotter
4) Need Importance and Need Satisfaction - by Porter
5) Work Values - by Wollack et.al.
6) Participation - by Vroom

The study was conducted in six textile mills of Ahmedabad. A total of 202 persons were given a set of questionnaire through personal contact. They were assured of anonymity. The completed questionnaires were also collected personally. The main findings are presented below.

Results

The conclusions mentioned in the study are based on the statistical analysis performed on the
data collected for the investigation. As usual, the conclusions are not the final and definite statements about the outcome of the investigation but are specific and limited to the survey design and the data analysis strategy employed. None of the instrument has ever been subjected to factorial validity in India.

It is possible that dependent variables are multidimensional and therefore require not a single but a number of scores for the number of the dimensions.

The product moment coefficient of correlation has been calculated to find out the relationship between various independent and dependent variables. Regression analysis has also been performed to find the relative contribution of each variable in explaining the variance for various job satisfaction dimensions and overall results.

Major Conclusions

(1) The treatment of complex themes like human satisfaction, motivation, involvement, cannot
be confined to normative speculation, mystical inner-world introspection or elegant conceptualization which makes short shrift of economic, social and cultural contexts. The relations of the contemporary organizational life should figure centrally in the exposition of the theme of J.S. and J.I. e.g. motivation. Motivation and J.S. and J.I. form the centre-piece of organizational life. It is, thus, an inevitable theme which will figure prominently in management lexicon. We find the job satisfaction-involvement theories propounded in management literature and primarily concerned with economic organizations.

(2) The sample size in the present investigation is appropriate as it is required for multivariate analysis.

(3) The climate of participation have been significantly associated with dimensions of job satisfaction involvement area as well as overall satisfaction also.
(4) Age and tenure are differently related to job satisfaction and involvement.

(5) It has been found that workers' perception of high participation in decision-making has an influence on his job satisfaction and its many dimensions.

(6) Job involvement and job satisfaction are negatively related: Perhaps they are factorially distinct.

(7) Job involvement has been found to be significantly and positively related to all aspects of work values, need satisfaction and importance.

(8) In industrial set up i.e. environment, the problem of reliability and validity of the measures is very crucial and it is difficult to ascertain empirically reliability and validity of the system in question.
It is suggested that the problem of dimensionality of Job Involvement and Satisfaction should be studied by utilising Canonical Correlation approach which might reveal on better measure of relationship between the two. There is an apparent contradiction in Sinha's (1975) suggestion to add together the scores of 20 items after clearly mentioning that a four typical cluster were identified by him as a result of item analysis. It is also possible that the number of dimension and the items may be different for job involvement, if the dimensions are determined only on the basis of what is popularly known as a factor analytic approach.

The general picture emerging out of these findings indicate that favourable participative management climate will enhance job satisfaction levels. Job satisfaction and job involvement are distinct and not related. Job involvement may or may not be related with satisfaction. However, various types of stresses which develop out of
either poor or strict organizational structure
or poor relations have effects on job satisfaction
in all spheres.

Limitations of the Findings of the Study

Research on job satisfaction and involvement
of the textile industry supervisors is painfully
scanty in the country. In considering the results
growing out of the study, it is important and proper
to recall that one is dealing with inferences
from the empirical data and therefore that
(1) generalization is appropriate only when made
to populations which it seems reasonable to
believe are not significantly dissimilar to the
populations employed in this study.

Any obtained relationships are limited by,
and may be expected to vary with, since two types
of personnel - one technical and non-technical are
taken collectively. All "conclusions" or inference
to be drawn necessarily are approximate as are all
inferences based on empirical data which are by
their very nature by some degree of reliability,
and are probability estimates rather than statements of invariable relationships. The study clearly highlights that personality variables like locus of control, work values, need achievement etc. should be encouraged so that industrial health and productivity improve.

The western theories of human motivation can be cautiously applied to Indian Context and new ideas can be generated. Idea of self-actualisation and need achievement are not different from the ancient Indian philosophy of "Nirvan". The ancient caste-system based on division of work has clearly emphasised all the personal variables and can be modified with the need of the time and applied today.