Summary and Conclusions
CHAPTER V
SUMMARY AND CONCLUSIONS

The present study aims at:

(a) Studying the Normality of Distribution of Age, Educational Qualification and Years of Experience of the Employees in Government Owned Textile Mills, Private Textile Mills and Engineering Industries.

(b) Analyzing how Organizational Commitment differs among three sets of Employees employed in Government Owned Textile Mills, Private Textile Mills and Engineering Industries.

(c) Analyzing how Leadership Effectiveness differs among three sets of Employees employed in Government Owned Textile Mills, Private Textile Mills and Engineering Industries.


(e) Analyzing how Personality Structures differ among three sets of employees employed in Government Owned Textile Mills, Private Textile Mills and Engineering Industries.

(f) To identify the Latent Variables Contributing to the differences between the three organizations.

Based on the objectives and review of literature, the following hypotheses were framed.
Organizational Commitment

H.1. There will be significant differences between the employees as a result of Organizational Ownership Control on Organizational Commitment.

   H.1.1 There will be significant differences between the employees as a result of Organizational Ownership Control on Affective Commitment.

   H.1.2. There will be significant differences between the employees as a result of Organizational Ownership Control on Continuance Commitment.

   H.1.3. There will be significant differences between the employees as a result of Organizational Ownership Control on Normative Commitment.

Leadership Effectiveness

H.2. There will be significant differences between the employees as a result of Organizational Ownership Control on the perceptions of Leadership Effectiveness.

   H.2.1. There will be significant differences between the employees as a result of Organizational Ownership Control on the perceptions of Interpersonal Relation in Leadership Effectiveness.

   H.2.2. There will be significant differences between the employees as a result of Organizational Ownership Control on the perceptions of Intellectual Operations in Leadership Effectiveness.

   H.2.3. There will be significant differences between the employees as a result of Organizational Ownership Control on the perceptions of Behavioural and Emotional Stability in Leadership Effectiveness.
H.2.4. There will be significant differences between the employees as a result of Organizational Ownership Control on the perceptions of Ethical and Moral Strength in Leadership Effectiveness.

H.2.5. There will be significant differences between the employees as a result of Organizational Ownership Control on the perceptions of Adequacy of Communication in Leadership Effectiveness.

H.2.6. There will be significant differences between the employees as a result of Organizational Ownership Control on the perceptions of Operation as a Citizen in Leadership Effectiveness.

**Occupational Stress**

H.3. There will be significant differences between the employees as a result of Organizational Ownership in Occupational Stress.

H.3.1. There will be significant differences between the employees as a result of Organizational Ownership Control on the Role Overload in Occupational Stress.

H.3.2. There will be significant differences between the employees as a result of Organizational Ownership Control on the Role Ambiguity in Occupational Stress.

H.3.3. There will be significant differences between the employees as a result of Organizational Ownership Control on the Role Conflict in Occupational Stress.

H.3.4. There will be significant differences between the employees as a result of Organizational Ownership Control on the Group and Political Pressure in Occupational Stress.
H.3.5. There will be significant differences between the employees as a result of Organizational Ownership Control on the Responsibility for Persons in Occupational Stress.

H.3.6. There will be significant differences between the employees as a result of Organizational Ownership Control on the Under Participation in Occupational Stress.

H.3.7. There will be significant differences between the employees as a result of Organizational Ownership Control on the Powerlessness in Occupational Stress.

H.3.8. There will be significant differences between the employees as a result of Organizational Ownership Control on the Poor Peer Relations in Occupational Stress.

H.3.9. There will be significant differences between the employees as a result of Organizational Ownership Control on the Intrinsic Impoverishment in Occupational Stress.

H.3.10. There will be significant differences between the employees as a result of Organizational Ownership Control on perception of Low Status in Occupational Stress.

H.3.11. There will be significant differences between the employees as a result of Organizational Ownership Control on Strenuous Working Conditions in Occupational Stress.

H.3.12. There will be significant differences between the employees as a result of Organizational Ownership Control on Unprofitability in Occupational Stress.
Personality Factors

H.4. There will be significant differences between the employees as a result of Organizational Ownership in Personality Dispositions.

H.4.1. There will be significant differences between the employees as a result of Organizational Ownership in Neuroticism in NEO FFI Personality factors.

H.4.2. There will be significant differences between the employees as a result of Organizational Ownership in Extraversion in NEO FFI Personality factors.

H.4.3. There will be significant differences between the employees as a result of Organizational Ownership in Openness in NEO FFI Personality factors.

H.4.4. There will be significant differences between the employees as a result of Organizational Ownership in Agreeableness in NEO FFI Personality factors.

H.4.5. There will be significant differences between the employees as a result of Organizational Ownership in Conscientiousness in NEO FFI Personality factors.

The present research work was carried out in three production units namely Textile Mills and Engineering Production Units situated in Coimbatore Industrial areas. The comparison among the three has been done in terms of difference in Organizational Structure and Control i.e., Government Owned Textile Mills and Private Owned Textile Mills and an Entrepreneurial based Firm in Engineering. The study was done among the employees (technical workers) from two main industry in Coimbatore viz., Textile Industry (Government Owned Textile Mills, NTC Mills (N=129) and Private Owned Textile Mills (N=135) and Engineering Industry producing Lathe Machines (N=136). The data from the Textile Industry was collected from Technical Employees of the
Spinning and Weaving Department and Employees from Welding Department of the Engineering Industry. The tools used were Personal Information Sheet, Organizational Commitment Questionnaire, Leadership Effectiveness Scale, Occupational Stress Index, and Personality Dispositions using NEO FFI. These materials were finalized for the main study on the basis of a pilot study among 25 respondents from each of the three organizations.

The demographic data such as Age, Education, and Years of Experience was analyzed using the Chi-square Test and the Kolmogrov-Smirnov Goodness of Fit Test. In order to examine whether there are differences among the employees in terms of Organizational Commitment, Leadership Effectiveness, Organizational Stress and Personality Dispositions as a result of varied ownership control, Mean, Standard Deviation, ANOVA was done among the employees (N=400) and Duncan Post-hoc tests were done to analyze the differences between the groups. A Direct Discriminant Function Analysis was performed using the four psychological variables (with 26 sub-constructs) as predictors of role of ownership control with three varied organizations.

CONCLUSIONS

The following conclusions have been drawn from the present study analyzing the results through appropriate statistics.

The results showed that significant differences were found in the four variables of the study. While Private Sector Employees showed more Affective and Normative Commitment, Continuance Commitment was found more in Public Sector Employees. Similarly in Perceptio of Effectiveness of Leaders showed marked differences with Government Owned Mill Employees Perceived that a Leader should be Strong in Behavioural and Emotional
Stability and Moral and Ethical Strength. The Private Mills Employees viewed their Management Leadership as a Citizen of the Society, whereas Interpersonal Relations, Intellectual Operations and Adequacy of Communications were viewed by Matrix Structured Organization of Engineering Industry as qualities of Engineering Industry. Organizational Stress was also perceived differently by employees of the three organizations.

The Post-hoc analysis of factors also revealed that Management Ownership Control does differ in Perceptions of Occupational Stress. While employees of Government Owned Textile Mills think that Group and Political Pressure, Intrinsic Impoverishment and Unprofitability are reasons for Organizational Stress, Employees of Private Owned Textile Mills think that Lack of Clarity in Role Responsibilities, Powerlessness and Low Status, Under Participation as factors in their Organization as factors of Stress. Similarly, Employees of Engineering Industry think strenuous work conditions as stressful.

From the analysis of personality dispositions among the three different Organization Employees, it may be inferred that Organizational Ownership which offers scope for Working Environment brings about change in Personality Dispositions and Years of Working. Neuroticism tendencies were found more among employees of Entrepreneurial Firm engaged in Engineering Industry. While Public Sector Textile Mill Employees were comparatively found to be more extroverted, exploring new avenues and Openness to experience was the personality found more among Entrepreneurial Organizational Structure. Agreeableness as a personality trait was found more among Private Sector Employees and Conscientiousness was found to be more among Engineering Industry Employees.
Discriminant Functions Analysis showed factors that separates Government Owned Textile Mills from Private Owned Textile Mills.

**IMPLICATIONS OF THE STUDY**

The study has been able to show case that Organizational Ownership through Structural Dynamics influence Employees Organizational Psychological Profiles and their Perceptions. A study of comparison between the Organizations would help to gain insights on the lacunae that exist in the Industry and to identify benchmarking strategies to excel in performance. The identified latent variables would facilitate in developing training and development modules and how organizations can retain talents which are the most invaluable asset for an organization to endure in any external environmental conditions.

The study also carries weightage in terms of the developments in the wake of the economic crisis call for a change in outlook and realignment of HR policies to focus them towards sustainable growth. The factors that discriminate the Organization provides means by which HR Managers should consider this as an opportunity to improve processes and adopt employee friendly policies and show due respect and care towards them.

The study also helps to understand how perceptions of Commitment varies between organizations as employees having a short term orientation for self-benefit instead of a long term orientation aligned with organizational goals. The results of the study also highlights that Organizations need to focus not just on growth but on sustainable growth. Therefore, Ownership of the Organizational and Structural Dynamics needs to be revisited in terms of Perceptions of Leader or Leadership Activities, Factors of Organizational Stress which vary from organization to organization. Especially prolonged Occupational Stress factors such as
intrinsic impoverishment, under participation and powerlessness could lead to dip in performance of the employee and untapped potential.

Though the present trend of uncertainty in job market could lead to employee retention, and continuance commitment could be observed, HR Managers should treat this as an opportunity to create/ disseminate practices in organizational structure to promote creativity, new work flows, experiment new SOPs, and knowledge management. Hence the economic uncertainty should be taken as learning and experimenting ground for the HR managers and ownership entities to prune organizational structure within the fundamental hierarchies. Though recommendations to the public sector with regard to HR policies are not within the ambit of the present research, recruitment freeze, VRS schemes and outsourcing could help to fundamentally alter some of the organizational hierarchical anomalies and bring about various newer trends in management such as performance management, public private partnership in HR strategies. Besides, the Government can also think of fundamentally altering organizational structure of the PSUs instead of disinvestment as an option and make the PSUs more profitable.

LIMITATIONS OF THE STUDY AND SCOPE FOR FUTURE RESEARCH

The sample of the study was smaller in size. This could be stated as a limitation as the results could not be generalized across the industries. And study was done in comparison between two production/manufacturing based Industries. Hence future study involving larger sample from various other nature of industries such as Services Industry, Health Care and Hospitality could be done as a future research problem and how these psychological factors interplay as a result of varied ownership control and goals of the organization.
Organizational Culture and Climate was not studied as a part of the study. However, it was assumed that both the variables would differ as a result of varied organizational ownership. Hence future research could be done to analyze whether Organizational Culture and Perceptions of Organizational Climate act as a mediating variable in the Organizational Commitment, Perceptions of Leadership Effectiveness, Occupational Stress and Personality Dispositions.

The study was mainly done on male employees and also included temporary/apprentice employees of the PSU Mills and Engineering Industry respectively. This can be seen as a limitation as the Organizations (especially the Engineering Industry) of the study employed only Male Employees and hence a gender comparison could not be done. Future researches can therefore be made in terms of industries where there can be a comparison in terms of gender and the job status of the employee - temporary/permanent, in the organization.