CHAPTER X

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INTRODUCTION

The objective of the present research is to study the various levels of participation by different categories of employees, and their impact on organisational effectiveness. To fulfil this objective two public sector textile mills in Coimbatore were selected, namely Pankaja mills and Sri ranga vilas mills based on production and profit. This study is based on the response given by the employees of the two mills, collected through the interview schedules. The conclusions drawn after the analysis of the study are as follows.

MODE OF PARTICIPATION

1. Pankaja mills and Sri ranga vilas mills follow the scheme of workers participation in management like other public sector undertakings. The following bipartite committees are in vogue in these two mills: 1. Management Committee, 2. Canteen Committee, 3. Safety Committee, 4. Suggestion Committee, and 5. Welfare Committee.

SCHEME OF PARTICIPATION.

2. The reasons for establishing the bipartite committee is to encourage active participation of employees in decision making and thereby improve the industrial relation and overall performance of the mills. The representations to these committees are through nominations by trade
unions in the mills. These committees are advisory in nature and reconstructed periodically. The valid suggestions given by the members of the committees are evaluated before recommending to the management. So the implementation is based on the validity.

VARIOUS LEVELS OF PARTICIPATION.

3. There are three levels of participation of employees in the decision making process. They are Lower level, Medium level and Higher level. Three groups of workers namely unskilled, semiskilled and skilled participate in lower level decision making. Supervisors participate both in lower level and medium level decision making. The executives take part not only in Higher level decision making but also in lower level and medium level decision making process.

EMPLOYEES PARTICIPATION IN COMMITTEES

4. The workers are more interested in taking part in various committees. On the contrary the supervisors and executives are less interested to take part in committees. The supervisors have performed very poorly among all the categories of workers. The managerial staff should be encouraged more by the organisation to take part in bipartite committees.

DIFFERENCES IN PARTICIPATION LEVEL OF EMPLOYEES

5. The participation level of workers differs in the two mills under study. Except in safety and welfare committee, the level of participation in other
committees is satisfactory in Pankaja mills. Among the managerial staff, there is no much difference between the supervisors and executives participation level.

6. In Sri ranga vilas mills also there is no significant difference among the three categories of workers. Skilled workers are more satisfied than the other workers. In many of the committees the level of participation is almost similar. The managerial staff also not differ much in their participation level.

**INDIVIDUAL DIFFERENCES**

7. The analysis of the views of the workers of Pankaja mills reflect that the maximum variation about the level of participation is for management committee followed by safety committee. The minimum variation is in the suggestion committee among the workers. It reflects that the views of the workers are less consistent in management and safety committees.

The opinions of the managerial staff differ in various committees. The maximum variation for the supervisors is in the welfare committee and the minimum variation is for the suggestion committee. The managerial staff and the worker have significant differences in opinion about the management committee.

8. Investigation of the views of the workers of Sri ranga vilas mills explores that the maximum variation in their perception is for canteen committee in
all the three groups of workers. The views of the supervisors and executives are relatively less consistent.

**PARTICIPATION IN LOWER LEVEL DECISION MAKING**

9. The level of participation of workers in the lower level decision making process is low. Though it is lower level decision making, the workers are not participating actively. In the interest of the organisation’s development, the management ought to encourage the workers to take part in decision making process. In most of the cases, the workers have crossed the hardly any stage only.

10. The supervisor and executives have scored better than the workers in Pankaja mills than Sri ranga vilas mills, where the supervisors have scored less than the workers.

11. The skilled workers in both the mills prefer more influence in all lower level decisions, but in the case of semiskilled workers their influence is in favour of equal influence with others. Whereas the unskilled workers in Pankaja mills prefer equal influence and the unskilled workers in Sri ranga vilas mills prefer more influence in lower level decisions. This shows that in general the workers prefer almost equal influence with management.

12. The supervisors of both the mills have opted for more influence whereas the opinion of the executives differ. The executives of Pankaja mills prefer more influence but the executives of the Sri ranga vilas mills prefer
equal influence. Obviously, the scores of managerial staff is better than that of the workers.

**DIFFERENCES IN PERCEPTION**

13. The difference in opinions are significant, even though all workers are in the similar stage of participation. There is vast difference in the opinions of the executives from that of the supervisors since they have reached a higher level of satisfaction.

**INDIVIDUAL DIFFERENCE**

14. The perception of the Pankaja mills workers about influence in lower level decision making shows much variations and hence less consistent. Whereas the perception level of Sri ranga vilas mills workers show moderate variation.

15. The opinions of the supervisors are more consistent in both the mills. But the opinions of the executives differ in the sense that the executives of Pankaja mills have consistency, whereas that of Sri ranga vilas mills are not.

16. Comparatively, the analysis shows that the variations are high in all the decision making areas as perceived by the workers in lower level decision making. Moreover the perception of all the workers lack clarity.
PARTICIPATION IN MEDIUM LEVEL DECISION MAKING

17. The participation of executives in medium level decision making is more than that of the supervisors in both the mills. The executives have reached the moderate level, whereas the supervisors have failed to do so. The participation of the executives of the Pankaja mills in medium level decision making is better than that of the executives of the Sri ranga vilas mills.

INDIVIDUAL DIFFERENCES

18. The supervisors prefer Equal influence in medium level decision making areas. The executives of Pankaja mills prefer more influence, whereas the executives of Sri ranga vilas mills prefer equal influence.

19. The perception of supervisors in both the mills shows better consistency. The perception of executives of Pankaja mills are more consistent, whereas the executives of Sri ranga vilas mills shows very little consistency.

PARTICIPATION IN HIGHER LEVEL DECISION MAKING

20. The executives of Pankaja mills have scored better than their counterparts in Sri ranga vilas mills with their higher level of satisfaction. In general, the executives of both the Mills have not crossed the moderate level of participation in higher level of decision making.
21. The executives have preferred equal influence in most of the higher level decision areas.

22. The executives of Pankaja mills have better level of participation in higher level decision making, and also have a higher level of consistency in their opinions.

23. The result of the Mann-Whitney ‘U’ test makes it clear that views of the unskilled workers of the two mills are similar, since their ‘U’ statistic values suggest that the distribution of the population are same. Thus, there exists similarity in opinions about the level of participation among the unskilled workers. A similar view holds good for the semiskilled workers and supervisors also. However, the result of the Mann-Whitney ‘U’ statistic confirms that the views of the skilled workers and the executives of the two mills do differ significantly.

**DESIRED FORMS OF PARTICIPATION**

24. All the three groups of workers prefer the direct form of participation. But the semiskilled and skilled workers partly prefer indirect form of participation also to a certain level. In lower level decision making only ninety percent of unskilled workers prefer direct form of participation. Unskilled workers preferred more face to face contact with the foreman, whereas semiskilled and skilled workers with the department managers. But the interesting fact to note is none of the three categories of workers preferred the representation through worker director.
25. The supervisors of both the mills have desire for indirect form of participation. The executives of Pankaja mills prefer direct form of participation but the executives of Sri ranga vilas mills prefer indirect form of participation. Both supervisors and executives, prefer regular meeting between workers and management in many decision areas, for the better industrial relations. Out of the three form of participation, personal contact with manager has been preferred most and the works committee representation is given the least. In general, indirect form of participation is liked by the managerial staff.

26. The supervisors of both mills have preferred the indirect form of participation in the medium level decision making. The executives of both the mills prefer the direct form of participation in medium level decision making. The managerial staff of Pankaja mills prefer personal contact with manager as the first choice, followed by regular meeting between workers and management and workers committee representation. The managerial staff of Sri ranga vilas mills prefer regular meeting between workers and management as their first preference, followed by personal contact with manager and works committee representation.

27. The overall analysis of both the mills show that out of three form of participation, individual preference is more for personal contact with manager.
DETERMINANTS OF ORGANISATIONAL EFFECTIVENESS.

28. All categories of workers have crossed the moderate level of satisfaction in their job but they failed to reach the full level of satisfaction. The job satisfaction of executives is the highest among all the categories of workers. The supervisors express the lowest level of job satisfaction.

29. The employees perception level shows that there is a high morale among them. All the employees have scored above moderate level.

30. The perception level of workers about the industrial relations has crossed the moderate level and it is better than that of the managerial staff. The scores of supervisors and executives are below moderate level, which shows that they are not satisfied about the present system of industrial relations.

31. All the workers have scored moderately in quality of work life, which reflects their satisfaction in existing quality of work life. Among the managerial staff, the supervisors have fared better than the executives. In certain cases, they are in the stage of complete satisfaction.

32. In general, the workers and the managerial staff feel that the existing organisational climate is good.

33. The scores of the workers and the managerial staff, with regard to organisational health is around moderate level. This reflects that they are all satisfied with the present organisational health conditions.
34. The study about the perception of the employees in various dimensions of organisational effectiveness establishes the fact that all the workers are satisfied more than the managerial staff. The supervisors and executives are dissatisfied more due to their high expectations. There is no much difference in the share of each factor or dimension in the existing level of organisational effectiveness. Hence, we can say that all factors are equally responsible for the improvement of the level of organisational effectiveness.

**RELATIONSHIP BETWEEN PARTICIPATION AND DIFFERENT FACTORS OF ORGANISATIONAL EFFECTIVENESS**

35. The relationship of participation with the different factors of organisational effectiveness is positive. There is lot of scope for the improvement of job satisfaction through the participation of employees in both the mills. Increase in morale can be effected through the participation of workers. Industrial relations can be improved by cordial relationship between workers and management through participation of the employees in decision-making process. The betterment of quality of work life can be provided through the participation of workers. Last but not the least is the participation of managerial staff to improve the overall organisational climate and organisational health.
PARTICIPATION AND PERSONAL VARIABLES

36. The personal variable taken for investigation do not show a strong relationship with the level of participation for the different groups of workers. As a result, the level of participation cannot be considerably increased by increasing the age, education and experience in the case of workers.

37. As far as the supervisors are concerned the Education has become an important variable, in influencing the level of participation. On the contrary age and experience do not have a significant impact on participation.

38. Again, the level of participation of the executives is influenced by the age variable. But education and experience do not seem to bear significant impact on the level of participation when the executives of the two mills are analysed together. This effect is more evident in the executives. So we can say that level of age is having a strong influence on their level of participation.

39. The three personal variables used in the investigation cannot help to explain the variations in the level of participation beyond the maximum extent of 31 percent. Hence, in general, the three personal variables age, education and experience are not sufficient and some other variables are also required to explain the variations in participation.
40. There is no doubt that the participation of workers in various committees and lower level decision making helps to improve the organisational effectiveness significantly.

41. Also the participation of the supervisors in committees and lower level decision making helps to improve the organisational effectiveness. But more than that their involvement in medium level decision making has got more significant impact on organisational effectiveness.

42. The involvement of executives in lower level and medium level decision making is required more to improve the overall organisational effectiveness. But the participation of executives in committees do not have any impact on the organisational effectiveness. On the contrary their involvement in higher level decision making has got a strong impact on organisational effectiveness.

43. In general all the categories of employees need to participate more in the decision making process at their respective level of participation in order to improve the organisational effectiveness.

BARRIERS TO PARTICIPATION.

44. The three categories of workers perceive that organisational size is the main barrier hindering participation.
45. The change in technology due to modernisation and the consequent changes in the work process is the another organisational barrier.

46. Among the situational barriers, the workers perceive that the attitude of trade union in the plant, lack of time, attitude of central employers’ organisation, and political conditions of the country are major barriers to effective participation. The workers feel that the trade unions existing in the organisation have failed to involve the workers more. In other words they feel that the trade unions themselves are a barrier.

47. Among the managerial barriers, the style of functioning of the managers is rated as the first major barrier which hinder the prospect of participative management. This also reflects that the managers do not follow scientific development and modern day changes in their functioning.

48. According to workers, they feel that the managers experience difficulty in implementing the workers participation in management schemes.

49. The managers feel lack of security in implementing participation schemes. They feel that the discipline of the workers will deteriorate in course of time due to their participation in decision making. This fear can be removed only when they realise that employer - employee relationship has undergone drastic change and that the employees are required to play an active role in the decision making process.

50. The reluctance of management to share the power with the workers is also a barrier. They feel that by allowing the workers to take part in decision-
making process they will lose the hold or power. They fail to realise that participation will help the management to overcome labour problems.

51. Out of the three barriers, organisational barrier is perceived as the major barrier. Situational barrier assume the second place of importance and the managerial barrier which is least in importance as felt by the workers.

52. All these barriers has been felt more in the public sector enterprises; which is large in size and also where these participation schemes are in vogue.

53. The supervisors feel that lack of proper reward system for participative management, lack of support by other categories of employees, tradition bound approach and organisational size are the main barriers of participation.

54. The executives feel that lack of support by the other categories of employees, organisational size, tradition bound approach and change in technology and work process are the main barriers of participation.

55. The common barrier to all categories of employees is the organisational barrier. Naturally any big organisation find it difficult to manage huge man power and encourage them for participation.

56. The attitude of central trade unions have a negative impact on participation. The multiplicity of trade union have also been responsible in regarding the level of participation. Therefore, the central trade unions
need to examine and review their policies to ensure stability and consistency.

57. Among the subordinate barriers, the most important factor which sustain the participation of the workers is lack of expertise. Also lack of competence is also significantly responsible for low level of participation.

58. The managerial staff feel that the presence of subordinate barrier has a significant impact on the participation.

59. The organisational barriers and situational barriers are felt by almost all categories of employees. Whereas the managerial barriers are felt by workers and subordinate barriers are felt by the managerial staff.

**VERIFICATION OF HYPOTHESIS**

H1. There is significant relationship between participation and education of the employees.

**Conclusion**

The hypothesis does not hold good in the case of workers, as well as in the case of managerial staff. This is proved from the study except age variable which influence the executives to take part more in decision-making, education does not play an important role.
H2. The level of participation is different among the different categories of employees.

a) Participation is higher in the case of supervisors and executives.

b) Participation is low in the case of workers.

Conclusion

In general the participation of supervisors are less than that of workers. The executives also have scored less than the workers. Also the participation of supervisors is less than that of executives. Hence, the second hypothesis also does not hold good.

H3. Organisational effectiveness is a multivariable phenomenon.

Conclusion

The study shows that all the six factors taken up for this study play a vital role in determining organisational effectiveness. Therefore, we can say that organisational effectiveness cannot be determined by one factor or variable alone. Moreover, as far as the relative significance of factors are concerned, it is found that all the factors are equally significant in determining organisational effectiveness. Hence, the third hypothesis alone is also found to be valid.
SUGGESTIONS FOR FUTURE RESEARCH STUDIES

1. This study on participative management and its impact on organisational effectiveness has been taken up in two public sector textile mills in Coimbatore. Sometimes, life styles, habits, levels of education of the employees and political situations existing in a particular state may influence their views on participative management. So similar studies may be taken up in neighbouring states like Kerala, Karnataka and Andhera Pradesh also.

2. This study has been taken up in textile industry only. To investigate whether there exists any difference between the perception of the employees in other industries, studies may be taken up in the units of other industries.

3. The study involves two textile mills in public sector enterprises. To make worthwhile comparisons; similar studies can be taken up in private sector enterprises where participative schemes are introduced.

4. Generally there are labour turnover in all the industries. Since our study will hold good only for a particular period. Similar studies may be taken from time to time in the same unit and also in other units in this industry.

5. The results of the study reveal that the managerial staff feels that the workers do not possess the experience necessary for effective participation. Hence, this study may be taken up after the workers who are trained properly to take part in participative schemes.

6. Science and technology is changing at rapid pace and new researches are required to make progress in the field of Human Resource Management.