CHAPTER VI

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION
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Summary

The researcher on role of workforce diversity and job involvement on organizational effectiveness (A study with special reference to select manufacturing companies in Chennai, Kancheepuram and Tiruvallur districts) has undertaken to fulfil the six objectives presented in the earlier portion of the thesis. Based on the objectives of the research, corresponding findings and suggestions are presented in this chapter.

In the first chapter, the focus is on understanding the concepts of workforce diversity and job involvement in an organization in detail. This is done by extracting from multitude definitions and approaches of various authors. It also explores the need for the study, research gap, objectives of the study, hypotheses, scope, limitations of the study and methodology.

The next chapter sketches the review of literature pertaining to the present research work and to identify the research gap. This chapter is divided into three parts like workforce diversity, job involvement and organizational effectiveness which are dealt in detail with the relevant past research work done by various authors of international as well as national level, books, workshops, websites and seminars.

The third chapter deals with the conceptual framework of workforce diversity, job involvement, organizational effectiveness, manufacturing company in India and overview of Tamil Nadu as well as selected districts.

The fourth and fifth chapters outline the research methodology process. A discussion of the study’s survey is presented and its adoption is justified. The researcher circulated nearly 815 questionnaires and collected 565 out of which 462 completed questionnaires were considered fit and selected for detailed analysis.

Descriptive statistics like percentage analysis, one way t-test, factor analysis, clusters, multiple regression and for association, non-parametric tests like chi-square and ANOVAs were used to analyze the data. Finally, an empirical model of the impact
of workforce diversity and job involvement on organizational effectiveness were also built for the study.

**FINDINGS RELATED TO OBJECTIVE 1**

**Influence of Demographic Related Diversity Variables of Employees**

- A majority of respondents belong to manufacturing companies in Kancheepuram district. It is observed that the majority of the respondents are male. This shows that men are more interested to work in manufacturing companies, compared to women.
- The manufacturing companies in the age group ranging from 26 – 35 are found more in number, exhibiting a high level impact over organizational effectiveness. The respondents who are married indicates a high percentage than the respondents who are unmarried.
- 32.9% of the employees’ fall under the category of above Rs.6, 00,001 as annual income in manufacturing companies.

**Influence of Job Related Diversity Variables of Employees**

- It is proved that most of the organizations are classified into permanent or contract basis. It is concluded that a majority of employees’ nature of employment is permanent in the selected units.
- The work is based on the nature of job in manufacturing companies as to general administration or shifts. Therefore, it is revealed that a majority of respondent employees belong to the general type of job.
- Majority of respondent employees are post graduates and a minimum number of diploma respondents are found under the category of educational qualification.
- 2 to 5 years of experienced respondents are more in manufacturing companies when compared to other categories of employees. It is revealed that a majority has the strength of more than 500 employees in their organization.
- 88.7% of respondents have expressed that their organization was supportive and encouraging and 11.3% of have expressed that there is no proper support and encouragement in their work.
It is found from the analysis that the number of the employees engaged with freedom of expression in the study units are more.

It is evidenced that most of the respondents accepted that the organizational effectiveness gets through employees’ freedom in the workplace and a least number of respondents agreed on assignment interest and sharing of opinions in organization manufacturing companies.

95.7% of respondents in the sample units have agreed to employee involvement programme impact in their work and 4.3% opined that the employee involvement program do not have impact on their work. It shows that employee involvement program have effective impact on their job.

87% of respondents On the job training program has improved their job involvement and 13% of the employees expressed that Off the job training program is not effective for the employee’s job involvement in the organization.

Majority of the employees have expressed that teamwork in their organization leads job satisfaction and 15.6% have opined that there is no proper team work in their organization.

A majority of respondents belong to technical department in the workplace and a very least number of respondents belong to human resource department.

While examining the analysis, it is found that assistant manager level employees of manufacturing companies are more in number than the other three levels.

**FINDINGS RELATED TO OBJECTIVE 2**

**The Factors of Functional Expertise**

- The manufacturing company perceived that their functional expertise factors depend on three factors such as Technical Proficiency, Technical Incompetent and Innovative Ideas.
- The technical proficiency factor is represented by four variables namely accuracy of the environment perception, adaptability in long term performance, social integration and helps to speed up the response.
- The technical incompetent factor comprises of following three variables namely difficulty in reaching the target, conflicts in performing their job and flexible informal communication.
Innovative ideas factor contains two variables such as effective adaptability of innovation and functional expert has clear strategy in manufacturing company.

The Influence Workforce Diversity on Functional Expertise

- Employees who are in 26 – 35 years of age have strong agreement with the technical incompetent. It is also found that the employees of manufacturing companies who have 36 – 45 years of age have strongly agreed with the technical proficiency. It is observed that the employees who are above 45 years of age have highly agreed with the innovative ideas in the manufacturing companies.
- Married employee have higher levels of agreement with the technical incompetent and also it is found that the employees of manufacturing companies who are unmarried have higher levels of agreement with the innovative ideas.
- Annual income of less than Rs.2, 00,000 have strong agreement with the technical proficiency and technical incompetent in the manufacturing companies.
- Employees holding General type of the job have strongly agreed with the technical incompetent and innovative ideas in the manufacturing companies.
- Employees with diploma qualification have robust agreement with the technical incompetent and that the employees of manufacturing companies who are graduated have sturdily agreed with the technical proficiency.
- It is revealed, that the employees who have 5 – 8 years of experience have higher levels of agreement with technical incompetent.
- The top and middle level who have less than 100 employees have higher levels of agreement with the technical proficiency, technical incompetent employee and innovative ideas.
- It is expounded that employees whose working hours have a strong commitment with the technical incompetent and the employee gets inspiration who are job security have a strong agreement with the technical proficiency. Further it is also found that the freedom of expression have a strongly agreed with the innovative ideas in the manufacturing companies.
- It is identified that the individual employee involvement factors help the organizational effectiveness employees who have freedom in workplace have
high levels of agreement with the technical incompetent and also it is found that the employees who are at learning process in manufacturing companies are strongly connected with the technical proficiency.

- Employees who preferred On the job training have strongly agreed with technical proficiency and innovative ideas. It is found that the employees of the manufacturing companies who are Off the job training employees strongly agreed with technical incompetent.

- It is found that the employee who are at manager level have highly influenced with the technical proficiency and technical incompetent. It is revealed that the senior manager level of employees have strong commitment with the innovative ideas.

**FINDINGS RELATED TO OBJECTIVE 3**

**The Factors of Job Involvement**

- The job involvement perception has been classified into 31 variables and further these variables are reduced to eight predominant factors namely self-image oriented involvement, growth oriented work life, organization oriented involvement, task oriented involvement, intrinsic inducement oriented involvement, stress oriented involvement, self-motivation involvement and dynamic involvement.

- Self-image oriented involvement factor is represented by eight variables i.e. achievability of organizational goals, opportunity of personal growth, opportunity to grow as a best employee, skills require to achieve goals, enthusiasm to work, enhancement of skills, job appreciation and structure of work unit.

- The growth oriented work life factor contains ten variables namely clear goals, value of work, flexible working hours, attainment value, familiarity with organizational strategies, relationship between department, commitment to organizational value, ability to satisfy career goals, job security and team spirit.

- Organization oriented involvement factor consists of four variables such as work atmosphere, feedback and work environment. Task oriented involvement factor contains four variables such as employee freedom, job content, usability of the task and using employees ability.
Intrinsic inducement oriented involvement factor comprises of one variable namely adequate pay. Stress oriented involvement factor contains of one variable i.e. work stress employees.

Self-motivation involvement factor consists of two variables such as ability to complete task and job comfort. Dynamic involvement factor contains of one variable such job rotation.

**Factor Analysis of Organizational Effectiveness**

- It is found from the factor analysis of 25 variables are reduced into five factors namely supportive working environment, employee satisfaction, organization climate, job freedom and management strategy.
- Supportive working environment factor contains eight variables i.e. relationship between organizational and personal goals, career opportunity, openness and community interaction, equitable pay, positive team spirit, development oriented policies, effective organizational communication and skill development.
- Employee satisfaction factor consists of six variables namely correlation between organizational and employee performance, job stress, work life balance, job involvement, organization planning and employee efforts.
- Organization climate factor contains of five variables i.e. employee retention, unrestricted communication, effective chain of communication, sense of pride and fair time schedule.
- Job freedom factor consists of three variables such as job assignment, friendly work environment and job involvement. Management strategy factor comprises of three variables i.e. incentives, unethical work environment and organization plans.

**FINDINGS RELATED TO OBJECTIVE 4**

**The Influence of Functional Expertise on Job Involvement**

- Technical proficiency of functional experts practice really helps the employees to improve the skills and innovative ideas involved in their job during the self-image involvement in the manufacturing company. It is observed that technical proficiency and innovative ideas have an impact on the self-image oriented
involvement in the job. The employees have a strong belief that functional
departmentalization helps to improve self-image oriented job involvement.

- It is found that functional expertise, innovative ideas of various information
  influences the growth oriented work life among the employees in the
  manufacturing company.
- The organization oriented involvement is a process of participation and
  empowerment of employees in order to use their innovative ideas towards
  achieving organizational performance in an organization.
- The effective technical skills and innovative ideas in their organization is very
  useful for them in task oriented involvement. Specifically, when they allocate
  the task in job, it makes them to realize the effectiveness of employee’s
  performance. They are also able to realize the effectiveness of their task, when
  they meet the challenges in the job.
- It is observed from the regression analysis that through employee’s intrinsic
  inducement like timely pay and other motivation factors accuracy of work can
  be achieved. The manufacturing company employees perceived that the
  technical proficiency is an effective tool to acquire technical skills, individual
  skills and their knowledge with maximum ability to meet out the challenges in
  the competition environment.
- Job stress is very much an individual reaction and is different from general stress
  as it is also revealed to job oriented involvement and organization. It is
  identified that a number of aspects of working life are linked to stress oriented
  involvement in the manufacturing company and in relation to the employee
  work itself can be stressful, namely heavy workload, lack of technical skills and
  technical incompetent in the field of their job.
- Functional expertise are self-motivated, because they face more conflicts and
  easily adopt innovative ideas in their job. Therefore, it is concluded that
  functional experts can create clear strategies in the future scenario which have
  a close connection with employee’s self-motivation involvement in the
  workplace.
- Technical proficiency, technical incompetent and innovative idea are strongly
  influenced by employee’s dynamic involvement in the workplace. Moreover, it
  is also understood that functional experts are connected with the dynamic
  involvement of their job because they enjoy performing any challenge and
successfully completing the work in the manufacturing companies.

FINDINGS RELATED TO OBJECTIVE 5

Influence of Job Involvement on Organizational Effectiveness

- Job involvement is highly significant to supportive working environment of manufacturing company. The employee’s opinions related to those who possess self-image, growth oriented, intrinsic inducement, stress oriented, self-motivation and dynamic involvement play a major role in the working environment of the organization. These factors make the employees to create more job involvement in the manufacturing company.

- The job involvement factors are encouraged to produce high quality of employee performance in the organization. Which increases the satisfaction level of employees and it also brings opportunities to create personal growth as well as development of organization effectiveness.

- It states that job involvement has a strong influence on organizational climate in manufacturing company. It shows that effective climate of organization such as structure of work units, freedom in work and time schedule leads to involve the employees in their job.

- It is indicated that job involvement is highly influenced by job freedom in the manufacturing company. Thus, it shows that job freedom affects behavior and attitude of employees with job involvement on organizational effectiveness. Hence, job freedom as well as job involvement make a congenial ambience among the employees in an organization.

- Job involvement factors is strongly influenced by management strategy. It shows that the management plan and policies makes the employees to increase the involvement in their job and in particular, self-image involvement, growth oriented work life, intrinsic inducement and dynamic involvement creates more opportunity to make effective and successfully in the organization.
FINDINGS RELATED TO OBJECTIVE 6

Classification of Employee Perception with respect to Job Involvement

- It is found that sample unit consists of three types of employees. The first cluster consists of 264 respondents (57.14%) with strong agreement for factors of job involvement and named as Loyal Employees. The second cluster consists of only 40 respondents (8.66%) with disagreement for organization oriented involvement, intrinsic inducement oriented involvement, stress oriented involvement and self-motivation involvement. This cluster has been identified as Development Seekers. The third cluster is represented by 158 respondents with (34.20%) moderately agreement for self-image oriented involvement, growth oriented work life, organization oriented involvement, task oriented involvement, intrinsic inducement oriented involvement, stress oriented involvement, self-motivation involvement and disagreement for dynamic involvement, and this cluster is grouped as Consistent Employees.

Classification of Employee Perception with respect to Organizational Effectiveness

- First cluster consists of 37 respondents (8.01%) with disagreement for factors of organizational effectiveness and this group has been termed as Fretful Employees. The second cluster contains of 225 respondents (48.70%) with moderately agreement for factors of organizational effectiveness. This cluster is grouped as Appeased Employees. The third cluster is represented by 200 respondents (43.29%) with highly agreed for factors of organizational effectiveness. Therefore, this cluster can be named Contented Employees.

- 100% of loyal employees, 50% of development seekers and 79.7% of consistent employees obtain their management support and encouragement in their organization. It is found that there is a deep association between job involvement and management support and encouragement in manufacturing companies.

- It is found that 100% of loyal employees, 100% of Development Seekers and 87.3% of Consistent Employees have the willingness to get the proper job involvement program in an organization. This leads to the assessment that there
is a strong association between job involvement and employee involvement program.

- 95.5% of loyal employees, 30% of development seekers and 79.7% of consistent employees attain their job satisfaction with their team work in an organization. Therefore, it found that there is a strong association between job involvement and job satisfaction with their team in manufacturing companies.

- It reveals that 45.9% of fretful employees, 85.8% of appeased employees and 100% of contented employees obtain their respective support and encouragement from their manufacturing companies. It reveals that there is a strong association between organizational effectiveness and management support and encouragement in the manufacturing companies.

- It exhibits that 78.4% of fretful employees, 96.4% of appeased employees and 100% of contented employees receive their employee involvement programs in their organization. It is established a strong association between organizational effectiveness and employee involvement program.

- It is found that 35.1% of fretful employees, 82.2% of appeased employees and 96% of contented employees obtain their job satisfied with their team in an organization. It is confirmed that there is a strong association between organizational effectiveness and job satisfaction with their team.

The influence of Workforce Diversity on Job Involvement and Organizational Effectiveness factors

- Male employees strongly agreed with the self-image oriented involvement, task oriented involvement, stress oriented involvement, self-motivation involvement, organization climate and job freedom. It is also found that the female employees have strong levels of agreement with the organization oriented involvement and dynamic involvement.

- Employees who have less than 25 years of age have strongly agreed with the employee satisfaction, 26 – 35 years of age group employees have strong agreement with the intrinsic inducement oriented involvement and stress oriented involvement. It is also found that the employees of manufacturing companies who have 36 – 45 years of age have strongly agreed with the self-motivation involvement. It is confirmed that the employees who have above 45
years of age have highly agreed with the organization oriented involvement, dynamic involvement and organization climate in manufacturing companies.

- Employees who are married have higher levels of agreement with the stress oriented involvement, dynamic involvement and management strategy. It is also found from the descriptive table that the employees of manufacturing companies who are unmarried have higher levels of agreement with the growth oriented work life.

- It is found that the employees of manufacturing companies whose earning ranges from Rs.2,00,001 – Rs.4,00,000 strongly agreed with the growth oriented work life, stress oriented involvement and job freedom. In addition, it is found that the employees whose earning ranging from 4,00,001 – Rs.6,00,000 have higher levels of agreement with the intrinsic inducement oriented involvement and organization climate. It is identified that employees who earn above Rs.6,00,001 have higher levels of agreement with the self-motivation involvement and also dynamic involvement in the manufacturing companies.

- It indicates that the employees who are working permanently in manufacturing companies have strongly influenced with the organization oriented involvement, stress oriented involvement, dynamic involvement and also supportive working environment. In addition to that the employees who are working on contractual deputation basis in manufacturing companies have highly agreed with the growth oriented work life, intrinsic inducement oriented involvement, self-motivation involvement and also management strategy.

- Employees who are in general type of the job have strongly agreed with the growth oriented work life and self-motivation involvement. In addition to that the employees of the manufacturing companies who are working on shift basis have high levels of agreement with the self-image oriented involvement, intrinsic inducement oriented involvement, stress oriented involvement, dynamic involvement, supportive working environment and management strategy.

- Diploma qualification have robust agreement with the organization oriented involvement, stress oriented involvement, organization climate and job freedom. The employees of manufacturing companies who are graduated have sturdily agreed with the intrinsic inducement oriented involvement and management strategy. It is also found that the employees with post-graduation
qualification have strong agreement with the self-motivation involvement, dynamic involvement, supportive working environment and employee satisfaction.

- 2 – 4 years of experience in their present companies have robustly agreed with the task oriented involvement, stress oriented involvement, job freedom and growth oriented work life. In addition those employees with 5 – 8 years of experience have higher levels of agreement with self-image oriented involvement, dynamic involvement and supportive working environment. It is also found that the employees who have more than 8 years of experience have strongly agreed with the self-motivation involvement, organization climate, and management strategy in manufacturing companies.

- The top and middle level who have less than 100 employees have higher levels of agreement with the organization oriented involvement, intrinsic inducement oriented involvement, stress oriented involvement and management strategy. In addition to that the employees of manufacturing companies who have 101 – 299 employees have strongly agreed with the self-motivation involvement and supportive working environment in manufacturing companies. It is also found that the top and middle levels who have above 500 number of employee strength in their organization have strong commitment with the dynamic involvement and job freedom.

- Working hours have a strong commitment with the intrinsic inducement oriented involvement, stress oriented involvement and management strategy. The employee gets inspiration whose job security have a strong agreement with the self-image oriented involvement and supportive working environment in manufacturing companies. It is also found that the freedom of expression have strongly agreed with the growth oriented work life, organization oriented involvement, task oriented involvement, employee satisfaction and organization climate. It is observed that the employees who have commendable authority have a strong commitment with the job freedom in manufacturing companies.

- It indicates that the individual employee involvement factors help the organizational effectiveness whose freedom in workplace have high levels of agreement with the stress oriented involvement. It is found that employees of the manufacturing companies who are interested in their assignment in the job have strongly agreed with the organization oriented involvement, dynamic
involvement and organization climate.

- It is also found that the employees who share their opinions in their organization have strong agreement with the self-image oriented involvement, growth oriented work life, task oriented involvement, self-motivation involvement, employee satisfaction and job freedom.

- It is confirmed from the analysis that the employees who are in learning process in manufacturing companies are strongly connected with the intrinsic inducement oriented involvement, supportive working environment and management strategy.

- Employee training program helps those who have perceived On the job training have strongly agreed with task oriented involvement and self-motivation involvement. It is also found that employees of the manufacturing companies who are off the job training employees strongly agreed with self-image oriented involvement, growth oriented work life, dynamic involvement and employee satisfaction.

- The employees who are supervisor level have strongly agreed with the self-image oriented involvement, task oriented involvement and stress oriented involvement. It is also found that the senior manager level of employees have strong commitment with the innovative ideas employee, organization oriented involvement, intrinsic inducement oriented involvement, dynamic involvement and organization climate.

**Impact of Workforce Diversity and Job Involvement on Organizational Effectiveness – A Model**

**Workforce Diversity**

- It is proved that workforce diversity is composition of demographic related diversity and job related diversity among these two diversities that job related diversity is very significant in the manufacturing companies rather than demographic related diversity to reveal their workforce diversity.
Job Involvement

- Job involvement and their sub factors namely self-image oriented involvement, growth oriented work life, organization oriented involvement, task oriented involvement, intrinsic inducement oriented involvement, stress oriented involvement, self-motivation involvement and dynamic involvement are confirmed and have proved their relationship in explaining job involvement of the employees.

The overall model fit related the following relationship.

- There is a positive relationship between workforce diversity and job involvement.
- There is a positive relationship between job involvement and organizational effectiveness.
- The contribution of workforce diversity in organizational effectiveness can be done related through the job involvement perception of employees.
Hypotheses Testing

- There is a significant relationship between functional expertise and job involvement.
- There is a significant relationship between job involvement and organizational effectiveness.
- There is a significant relationship among workforce diversity, job involvement and organizational effectiveness.

Suggestions

- Organizations should provide technical knowledge and skills required in the specialist technical proficiency job role and responsibilities, in order to achieve growth oriented work life in an organization.
- Organization should provide commendable authority and flexible working hours in completing their assigned tasks in-line with the organizations policies.
- Organizations need to ensure that the job involvement plays an important role in organizational effectiveness to make employee involve in their job through assignment interest and sharing of opinions in the manufacturing companies.
- Organizations need to ensure that the independent variable of technical proficiency influence over the dependent variables of intrinsic inducement oriented involvement, rather than technical incompetent employee and innovative ideas employee in the manufacturing companies.
- Organizations need to take more care on employee’s stress because functional expertise leads to positive relationship among the technical proficiency employee, technical incompetent employee and stress oriented involvement in their job
- To increase the dynamic involvement level of the employees the functional expertise should concentrate mainly on innovation ideas of their job in the manufacturing companies.
- To make organization effective through supportive working environment manufacturing companies have to improve on factors of job involvement such as organization oriented involvement and task involvement.
 Organizations should also ensure that management strategy plays a major role in organizational effectiveness through job involvement factors. The management should focus on the factors of job involvement like organization oriented, task oriented, stress oriented, and self-motivation in manufacturing companies.

 Employees seeking development in their career are not satisfied with job in their team work. The manufacturing companies have to improve team work among employees.

 Employees of the organization are not likely to see a direct positive relationship between workforce diversity and organizational effectiveness. Organization should focus on the relationship between these two factors.

 Organizations should also need to ensure that employees are constantly allowed and give the opportunity to improve through training programme. This may boost the self-confidence and knowledge of employees, as well as increase the level of their emotional attachment with their organization.
CONCLUSION

It has been found that workforce diversity and job involvement play a major role in organizational effectiveness in manufacturing companies. The employees in manufacturing companies possess self-image oriented, growth oriented work life, organization oriented, task oriented, intrinsic inducement oriented, stress oriented, self-motivation and dynamic involvement. Therefore, it is concluded that the job involvement is abundantly found in manufacturing companies. Job related diversity composes of technical proficiency, technical incompetent employee and innovative ideas in manufacturing companies. The demographic related diversity was found to be insignificant towards workforce diversity in manufacturing companies. The employees have more inclination towards job related diversity which in turn makes them to involve in their assigned job.

The organizational effectiveness is conspicuously found among manufacturing companies. The existence of supportive working environment, employee satisfaction, optimized organizational climate and freedom of job creates an effective productive environment in an organization. The management strategy also leads to an effective manufacturing organization. An optimal climate with productivity and individual efficiency increase results in employees upgrading and equipping themselves to meet the changes and challenges in the organization. Hence, workforce diversity and job involvement are very much required in manufacturing companies to create the efficiency and effectiveness in the organization. They have to continuously upgrade themselves, and stay ahead of changes by proper diversity management and job involvement in the organizations.
SCOPE FOR THE FURTHER STUDIES

The current study is an attempt to analyze the workforce diversity and job involvement on organizational effectiveness in manufacturing companies in Chennai, Kancheepuram and Tiruvallur districts. In the course of the study, various aspects like the organizational effectiveness, perception of workforce diversity and job involvement were given due facet. The area of the study is quite vast and it also gives sufficient scope for further research topics which are outlined hereunder:

- A comparative study between workforce diversity and job involvement can be done in two different industries.
- Future research should extend the study to manufacturing firms across the entire country.
- Future researchers may extend this study by investigating the mediating variables, such as orientation, training, trust, and organizational citizenship behaviors, linking employee involvement and organizational effectiveness.
- To promote the role of management in encouraging employee involvement and enhancing workforce diversity performance and effectiveness.