Chapter - 5

Conclusion Suggestions and Recommendations

An in-depth attempt has been made by the researcher for recording the findings and for the formulation of inferences of the findings in the previous chapter. It is always a controversial question that arises about the implementation of an apt management style in industries of the highly literate state of Kerala where the class consciousness of employees and the deep rooted trade unionism is prevailing in the highest order. What should be the apt style of management to be practiced by the management of industries of Kerala state is always a debatable question. For the selection of a suitable style of management in the industries is definitely a dedicated and time consuming procedure.

It was found that different styles existed among the managers in industries of Kerala state. The least practiced style, it was noticed, both statistically as well as through interviews, was the Free Rein style of management. Second least practiced style in Kerala state was the Autocratic style of management. Thus presently the bulk of the industries in Kerala state are following the Democratic style of management.
The problem with this being that the Democratic management style in practice in Kerala state is highly contorted and is a highly virulent version of the ideal. This is due to mass scale unionization and drive for labour rights in total ignorance of the profit motive of business, inside the industries of Kerala state.

The study also has brought forward the pros and cons of both the Autocratic and the Democratic styles of management and has provided us with enough grounds on which to compare the two styles of management. The comparison parameters could be factors like the impact the two management styles have on employee job satisfaction, attitude towards managers, performance and productivity of employees. We have also understood that different type and structure of organisations warrants practicing different management styles and that the manager has to be extremely careful in this regard.

5.1 Suggestions and Recommendations

We have been able to list out the following suggestions and recommendations in hindsight of the research work done by us:

- The prime motive of business is profit and nothing else. Democracy on the other hand is for the benefit of masses and governance. Thus the combination of these two has to be very
carefully managed or orchestrated. If not possible then proper compartmentalization and separation of the two must be done for the betterment of the industry. In a fledgling and complicated political system like India, the example of Kerala state in the past has clearly shown us how the over-involvement of democracy, in the form of labour activism, politicization of the work environment into various groups owing allegiance to political parties etc, can lead to the destruction of the business environment and can erode the confidence of people to do business in the state.

- Employee democracy in Kerala state has been misconstrued and according to our interactions with employees in certain success story industries it is more valuable to them that the management shares information about how their involvement helps in the growth of their industry and the benefit or rewards that must accrue to each of the employees as a result of the effort put in by them. This leads to the wholesome participation of the employee in the business or management. This is the essence of employee freedom that is best suited for business and this is a Democratic environment that a manager must strive to achieve. The problem being faced is that even after all the steps taken towards labour
activism, by the unions and the political parties, the employees still do not have full information regarding the operations of their industries and their role in the big picture of the industry. This highlights the failure of the current forces of labour democracy.

- A high state of behavioural retardness is experienced and seen in the industries and organisation of Kerala state. This may be due to the excess flow of money to the state and also due to the easy approach in getting money for the day to day affairs of an individual. Employees to be educated for the essentiality of work and a necessity based work culture or habit to be created in them. Measures to be taken for avoiding the behavioural retardness which affects the individual and organisational development of Kerala state.

- The qualified and experienced employees are leaving the industry, prematurely and seeking employment in other industry. Employees turn over is presently experienced in a higher rate. It is recommended to take adequate measures for retaining the employees by encouraging or attracting them by improving the service conditions and the benefits.
• Mindset of the employees, trade union leaders, management and society regarding the adoption of non care or casual attitude or mentality in any assigned tasks or responsibilities to be curtailed. The prevailing non care or casual attitude towards the profession must be taken out from the minds of all. Measures to be taken and a clear and positive mind set to be established among all for having more responsibility in the assigned tasks. A healthy work culture for the industries and organisation of Kerala state is most essential.

• Presently the employees of an industry are protected by the trade union and the politician from the mistakes or intentional lapses committed. Thus environment prevailing in Kerala state require to be analysed in depth and positive measures to be taken in the case of unwanted sheltering extended to the employees against their mistakes and lapses. The employees to be educated about their mistakes or lapses and made them to be more responsible towards their profession. Thus the management can achieve better managerial effectiveness.

• The present trend on increased absenteeism in industries of Kerala state is required to be analysed and measures to be taken
to reduce absenteeism. The employees are to be motivated and attracted for performing their tasks or duties at the work place or industries. The reason for absenteeism is generally due to the attitude of the employees. The tendency of absenting form present industry and performing a secondary job or tasks as per their wish and comforts for earning more money. Employees consider their present job is a registration for a secured job. With the cover of a parent job the employees are performing various secondary jobs with an intention to avail additional money with in a short time.

- Any development in an industry or organisation is related to the working capacity of its employees. The working capacity of an individual is reduced drastically. This may be due to the high belief in the nuclear set up. Employees are not in a position to work continuously or to subscribe the exact volume of work. Measures to be taken to encourage the employees for increasing their work capacity. Employees to be educated or motivated to perform in better manner and for rendering the specified volume of work.
Presently the management and employees relation is very much deteriorated due to the misconception of rights privilege and responsibilities. Both employees and the management are not having any healthy cooperation. The tendency to shirk responsibilities and to take casual attitude towards the profession is experienced at the management and employee levels. No feasible work can take place with this condition. A good cooperation and relations required to be established in an industry for achieving the desired managerial effectiveness.

The location and the geographical environment of the industry affect its work culture and performance. It is recommended for giving due consideration for the geographical values which is most suited for an industry. The management should study this parameter for an effective management.

The time bound utility of the product increases the responsibility of the employees and thus it is having a direct association with the managerial effectiveness. Time bound requirement of the production is one of the parameters for an effective management. Time bound requirement of a product and its utility fetch high
dividend to the industry. So the managerial effectiveness of an industry is directly related or associated with its product.

- Democratic style of management is the best form of management style for the industrial environment of Kerala state. Morale of the employees is at highest form when they are working in an industry following the Democratic style. It also guarantees a result oriented output, timely completion of the task and increases the qualitative and quantitative output from the employees within an industry or organisation. Thus it is strongly recommended for the adoption of Democratic style of management in industries of Kerala state.

- The human aspects of management are most difficult. Save a few managers most lack the required formal management training that focuses the human element. The management style prevalent must demonstrate genuine concern about the lives of the employees inside and outside the organisation, as far as possible. This would inculcate a sense of belonging within the employees and a feeling of ‘ownness’ towards the industry or organisation. This leads to the participation of the employee in his profession and in turn results in them being a part of concerned managerial
decision. The management can also increase employee involvement by observing closely employee performance and behaviour, in order to discover their strengths and make them aware of their real aspirations.

- The managers in Kerala state must adopt the best of world’s strategy, and use a judicious mix of both the Autocratic and the Democratic style of management.

- In the present scenario the external influence in the form of trade union leaders affect the performance and productivity of the industry. The fashion of the day for any politicians is to control as many unions as he can and he does not even know as to what he is controlling or dealing with. These leaders are not at all having any knowledge of the functioning of the industry and creating unwanted interference. Revolutionary changes in the attitude of the union leaders are essentially required. Thus aggressive trade union activities are to be modified and a healthy environment to be created for achieving higher effectiveness.

- The interference of unhealthy union has to be controlled for good. The employees are to be made confident that their welfare would mainly be in the hands of the employer. In one industry one trade
union is the best concept to be adopted. The management is
required to review their styles and adopt a policy so as to ensure
the welfare and utmost care of the employees. Finally, the
management is required to take the steps for winning the
confidence of the employees. A new sense of responsibility
should be developed and both the managers and employees must
be governed by it.

- Thus we recommend the adoption of **Transparent Democratic
  Style (TDS)** of Management, a new form of management style
  for the industries of Kerala state. Transparent in terms of
  information shared by the management with the employees in the
  organisation in terms of profits of the organisation, benefits and
  rewards accrued to the employees, marginal impact of their
efforts to the final output of the organisation. Participative style-a
part of Democratic style, in essence, is that the employee, who
has full information through the transparent sharing of
information, be involved with the management in activities he
has an influence on. Finally a refined Democratic style at the
stage of execution without any interference, questions, or doubts
being raised and also without any involvement of external
agencies in the organisational activities.
5.2 Scope for Further Research

No research is complete in all aspects. A dedicated and serious research will help to identify gaps which can be pursued by the future researchers. This research study also could identify a few gaps which have been listed for the benefit of the future researchers. These gaps are the following:

- During the course of the survey the researcher experienced considerable difficulties in getting information. To overcome this problem one can resort to cross sectional studies covering a larger sample size, than the one used in the present study. The cross sectional cross studies will throw further light on this problem.

- The current study has been done on the basis of data collected through primary research work. One can also try using a mix of primary research and historical secondary data regarding industry growth to draw further conclusions with regard to the best suited management styles.

- The current study is not based on long term observation and cannot thus with authority comment on the long term feasibility of the management styles compared in the study. In future researchers could study the long term impact of various management styles on various industries. This would further
strengthen the theoretical understanding of these management styles.

- It is further hoped that the present study would provide a strong base for further research in the field of management styles.

This study gives an overall view about the practice of Autocratic and the Democratic style of management in industries of Kerala state. A mix of Democratic style with Autocratic style qualities are to be practiced by employers and employees. Finally in this modern era only such a combination will produce an effective management for our industries.

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