Chapter - VI

SUMMARY
AND
CONCLUSIONS
Objective of this chapter is to present a brief of the study, summarize the findings and their relevance and applicability to various MIS dimensions, at various managerial levels among a cross section of employees (users) in cement industry of Rayalaseema in AP.

6.1 Introduction

Management Information Systems (MIS) and Information and Communication Technology (ICT) – these terms have become the catchwords of century. No industry, no firm, no work place, no employee has been left out its influence. MIS and ICT and their applications are spreading across the world at an astonishingly faster pace. The globalization occurring across the world or sweeping the as added further impetus to the concept. Application of MIS in the firm encompasses behavioral, management and technological facets, practically prove in the fact that it leaves no factor untouched. The severe and stiff competition outside the firm, an imminent need for effective performance of the firm imposes a dire requirement for implementing and managing MIS. Prevailing competition forces an organization not only to manage its internal factors but also it external factors like customers and suppliers.

The level of intensity of MIS in the firms is assessed in the form of very low to very high and the selected firms are categorized to very low, low, moderate, high and very high. This is done to assess and evaluate different dimensions of MIS practices in the firms with various MIS intensity levels. To enable an effective conduct of five firms from Rayalaseema cement industry are chosen, to render locational and preference as the analyst and also the institute are located in the same region. The firms with various intensity levels of MIS also offer advantageous situations for the analysis.
The total number of employees in different firms was used to provide numerical representation. Further number of employees in each firm at different levels of management is considered for selecting employees from each firm. Thus, total for selecting employees from each firm, number of employees at each level of the firm and also the level of intensity of MIS are the basis for deciding number of respondents from each firm. The total respondents are 300 spread across all the firms 86 per cent male and 14 percent female. They are further distributed as, 30, 90, and 180 in Top, Middle and Bottom levels of management. The selected respondents fall in the age group of 29 – 49 and above. The sample consists of a little less than half from under graduation and a little more than half with graduation and post-graduation qualification. Half of the respondents fall in Rs.9000- Rs.15000 salary group where as above 21 per cent belong to Rs. 15000 and above category and one third falling into below Rs.9000 category. Among the sample 27 per cent have above 15 years of experience, 44 per cent between 06 and 15 years of experience, and 28 per cent between 01 and 05 years of experience. Among these trained in MIS aspects are 74 per cent and rest of them untrained. Married are 81.33 per cent the rest being unmarried. Various aspects of MIS technical, non-technical, behavioral, managerial were concerned in the study along 17 dimensions and 69 statements. The characteristics of information is of paramount significance and to identify the perception of selected employees a questionnaire with 9 dimensions 49 statements were used to elicit employee opinion on a 4 point scale ranging from Always Appropriate to Can’t Say. Another important factor of MIS is levels of user involvement in MIS development for which the employee perceptions are collected through questionnaire with 8 dimensions and 40 statements which are also 4 point scale ranging from Always
Appropriate to Can’t Say. The collected data were tabulated as a 99 x 300 matrix form and statistical analysis was done with the help of SPSS package. For arriving at the scientific and meaningful findings, appropriate statistical techniques were used. Besides, the data were also shown with appropriate graphic representation. Measures of central tendency were used to classify the respondents under two patterns of information viz., appropriate information and inappropriate information based on employees’ perceptions of MIS.

6.2 Major Findings of the Study

1. MIS dimensions and Management Levels

The correlation values derived for the findings of the respondents at all levels proved that there exist a positive relation between characteristics and levels of management in the firms with high MIS intensity. These findings clearly indicate the relevance and applicable nature of information for decision-making among employees in various levels of management in the firms. It is also an indication that effort should be at high level on part of the firm to make the employee ready for MIS implementation. The sole responsibility of making the employee aware of the need for information to decision making, rests on the firm and its policies. The study proved that in the firms with high levels of MIS intensity it was established that there was a significant correlation.

2. MIS Dimensions and Age, Sex, and Marital Status

Employee perceptions in all the firms were administered with a chi-square and the findings proved to be less than or greater than are and this establishes the insignificance of age, sex, and marital status. On the other hand, it is proving that age, gender, and marital status are not at all affecting MIS dimensions. This establishes the fact that
irrespective of age, gender and marital status we live in an environment greatly
influenced by information technology, were organization is not exception for this.

3. MIS dimensions and Education, Experience, Income and Training
The selected firms are with various levels of MIS, which were classified as high and low
levels for the purpose of the study. This means a high and low level of MIS activity in the
firms. This has enabled us to establish a significant relationship between education,
training, experience and income to that of MIS dimensions. In the chi-square analysis
clearly establishes significant association of the above-mentioned factors to various
dimensions of MIS. Comprehensively this leads us to conclude that in these days of
information age certainly education is changing and consolidating the attitudes of not
only employees but also every one. Training is another vital factor exposing employees to
latest technologies and applications. Experience enriches performance and no doubt
technology will always add to the quality of performance. Higher salaries always mean
higher disposable income and higher abilities to spare and spend money. All these are
reminded to once again a reassure the fact derived from the study that these factors
significantly associated to MIS dimensions in organization. In particular the study found
the association to be high in the firms with high levels of MIS activity.

4. MIS and Organizational; Performance
The study, which is of empirical nature, attempts to establish significance of relationships
between MIS dimensions and production, profit, turnover and number of employees. This
is an effort to reinforce the fact that MIS ultimately should lead to higher profitability,
efficient production operations, higher turnover, all these accomplished with a reduction
in number of employees. Secondary data on production, profit, turnover and number of
employees gathered from the firms on the basis of pre and post implementation of MIS are administered with a t-test to prove and confirm significant and insignificant association of the same among the firms with low and high MIS activity. The t-test results thus derived confirm a qualitative transformation in the firms with high MIS activity.

6.3 Implications of the Study

1. Organizations of all kinds have a structure and at each level information are consumed to arrive at a decision. The relevance, acceptability and applicability of the information in all these levels of management are of significant and high importance. A firm to become successful needs to provide appropriate information to gain competitive edge.

2. The present ICT influence in encompassing every aspect of our life so also the organizations. As we use and live in ICT environment irrespective of age, sex and marital status so do we in our organizations and hence any discrimination on these lines is to be avoided.

3. Excellence is the result of education and training further experience enriches excellence and is highly rewarded in a competitive environment. The study confirms significant association with these factors and MIS dimensions and hence stipulates a requirement of using them in the highly educated and experienced as change the leaders.

4. The study having also considered various factors of performance establishes a significant association between these factors and MIS and thus highlights the need of MIS implementation by all firms to covet success.
6.4 Conclusions

This empirical study is an effort in MIS, where relatively little exploration prevails in terms of academics, as it is high application and action oriented. A comprehensive range of MIS dimensions primarily developed for the study, and being provided at various management levels for use by a cross section of employees (users), are tested for their significance. The results indicated a variation in significance between two classifications of firms, with high and low level of MIS intensity. This confirms the need on part of the firm to initiate the process of MIS culture. Further the study establishes no significance of association between MIS dimensions and Age, Gender, and Marital status, reinforcing the fact that firms avoid discrimination of application provision based on these factors. Significance of association established between MIS dimensions and Education, Experience, Training and Income warrants the firms to modify their MIS application provisions to enable employees with these factors to take charge as change leaders. Ultimately, the findings are reinforcing the fact that MIS firms are coveting higher profitability, higher turnover with relatively low number of employees.