CHAPTER VII

SUMMARY AND CONCLUSIONS

The present study is an attempt to analyse the problem of work alienation among supervisors in industrial settings. The objectives, hypothesis, scales adopted to measure the selected variables and the statistical tests applied are mainly to identify the sources and to determine the extent of alienation.

It is attempted to review the literature available on work from its inception, its different usages and the gradual changes, in the meaning and function of work and alienation. This has provided a strong foundation to the understanding of these concepts in the present context.

The ambiguous nature of work is a central theme found consistently concentrated in the theories and meaning of work. Work is found to be a major bond through which individuals are connected with their fellow beings. Work relationships are considered as expressions of their personalities involving a complex and dynamic response pattern constituting the whole human relations structure in the s. It is suggested that the social context in which work is performed, particularly the structure and dynamics of the are of paramount importance in understanding the work behaviour of employees.
As such, in this study it is intended to assess how far supervisors and their work structures involve in influencing the work behaviour of their employees. It limits itself to the supervisors as it is assumed that supervisors have significant roles to play in the s. Review of literature has brought to light the importance and social nature of their work, as they are at the bottom of the management and just above the workers. Hence they are in direct contact with both the levels of employees.

Supervisors role is of great importance, as they perform a host of significant functions. More often than not, they experience excessive discontinuity and unwarranted interruptions. Mechanization of technical process has expected to realize the level of skill and responsibility where they are required to be even more concerned with the skillfulness at the interpersonal aspects of their job. As such supervisors job will be to concentrate more on the direction and activities of the workers and the meeting of their needs (Mann & Hoffman 1960)

They are expected to act as buffers between their supervisors and whom they supervise, being suspected by both. They are expected to tolerate frustration and conflicts from both sides. Against these demands made on supervisors their own technical skills become less important and have meaning only as they guide and stimulate insights into the needs and interpersonal aspirations of the group they supervise. Thus supervisors must
have interpersonal skills, provide counterweight to the impersonal forces of large size centralization of decision making and the isolation which accompany as they are drawing into their own communication channel. These aspects of their work sometimes may become synonymous with feeling frustrated, anxious, insecure, lack of stable work pattern and negative work behaviour, leading to feeling of alienation (Miller 1964)

Most of management decisions and policies reach down the workers through them. Hence an insight into their work behaviour is essential in order to understand and assess their opinions and attitudes. as the study intends to assess the extent of alienation among them and to identify the sources which lead to negative behavioural tendencies among them.

The objectives of the study are

1. To study the nature and extent of the problem of alienation among supervisors.
2. To ascertain the influence of demographic economic, social and personal aspects of superiors and alienation.
3. To examine the association between job satisfaction and alienation.
4. To study the association between work attitudes and alienation.
5. To examine the influence of certain work attributes on alienation.
6. To analyse the association between communication patterns and alienation.
7. To study the association between work expectations and alienation.
8. To identify the factors which contribute to alienation.
9. To study the correlates of alienation.

Hypotheses

1. The less control superiors have on their work the more they feel alienated.
2. Personal factors of supervisors like age, religion, caste, marital status, type of family, education and income become predictors of alienation.
3. Work related factors such as satisfaction with pay, work, co-workers superior and promotions and overall job satisfaction are significantly associated with alienation.
4. Job attitudes and communication pattern are significant predictors of alienation.
5. Expectation from work and certain attributes of work situation are significantly associated with alienation.

The study has adopted various standardized tools to measure different variables selected.
A questionnaire was prepared including data pertaining to supervisors personal profile and the scales used to measure attitudes, opinion, satisfactions on the variables selected to measure the levels of alienation.

A multistage random sampling procedure was used which aided in reaching at the sample size. A sample of 216 supervisors was selected from six industries in the city, which formed the sample of respondents for the study.

A descriptive design of research is adopted which helped in the precise analysis, and description of the relationship established between the independent and dependent variables which made it possible to test the hypothesis formulated. The focus of the study as stated is to assess the extent of alienation among supervisors, examine the causes and extent of associations and analyse them in the light of the findings.

The thesis is divided into seven chapters, covering the introduction, methodology, profile of supervisors, analysis of data, interpretation and discussion, summary and conclusions and implications for managements.

In this chapter a summary of the findings of the study and the conclusions based on the findings are given. An analysis of the profile of the supervisors is made in order to describe individual differences and to place them in definite groups based on age, religion, caste, marital status, family
income, education, years of service, and number of s worked. Surprisingly no female supervisors were found among the respondents.

It was found that majority of the supervisors are in the middle age group with the younger and older groups being almost equal in number. An analysis of supervisors' religion shows that, a large majority of them belong to Hindu religion and the rest belong to Christian and Islam faith who were almost equal in number. Caste based analysis reveals that a little over three fourths of the supervisors are of the higher caste and the rest belonged to the lower caste.

Analysis based on their marital status showed that more than eighty percent were married and the rest were unmarried. None of the supervisors were either divorced or widowed. Grouping the supervisors into different family types based on the type of families they were living in revealed that a little more than 50 percent of them live in joint families a little less than fifty percent live in extended families. Around five percent only live in joint families. It was also found that fifty percent of the supervisors belonged to families having income ranging between fifteen to twenty-five thousand rupees. One fourth of them belong to families having twenty-five thousand rupees and above, almost same percentage belongs to families having less than fifteen thousand rupees income per month.
Where education qualification was concerned it was found that a large percentage were having higher secondary certificate with technical qualifications. Very few had post-graduate qualification.

An analysis of years of service revealed that comparatively more number had service ranging from one year to ten years, followed by those who had eleven to twenty years service. The rest had service of twenty years and above.

The total number of s worked by the supervisors was also analysed. It was found that nearly sixty seven percent supervisors had worked in two s. Close to twenty percent of them had worked in three s and nearly fifteen percent have worked in one.

After an analysis of the profile of supervisors, an attempt is made to examine the association between different independent variables and the dependent variable, alienation. An analysis of the association between personal factors and alienation revealed certain startling facts.

It was found that, three of the personal factors viz. education, caste, and years of service showed significant association with alienation. However on further analysis with an attempt to find the extent of contribution made by these variables it is found that they showed negative
relationship with alienation but their contribution was not significant, as they have not yielded significant correlation.

An analysis of work related factors and alienation was made to assess the extent of association between the variable. The variables selected are satisfaction with work, pay, co-workers, superiors and promotions, overall job satisfaction, communication, job attitudes, work expectations and attributes of work situation. The chi-square test has shown an association between satisfaction with work and alienation, coworkers and alienation, superior and alienation, overall job satisfaction and alienation and work expectations and alienation. Further an attempt was made to assess the extent and nature of relationship between these variables and alienation. If is revealed that while all these variables showed negative relationship, two of them viz, overall job satisfaction and work expectations, showed a high correlation with alienation. An attempt to determine the extent of contribution made by them have yielded highly significant results. Thus, these two aspects have emerged as the significant predictors of alienation as found in the regression analysis.

Falling in line with this study, a broad pattern of relationship is found between alienation from work and the measures of work related behaviour in most of the studies. In a study of alienation among professional level technical and managerial employees, the overall results suggest that the
individuals value of al success may moderate relationship between job challenges and experienced alienation. Organisational success appears to be especially important to professional employees. (Chisholm, Cummings1979)

Hence based on these findings, suggestions and implications are given to the managements. These findings have provided insights into the problem of work alienation in the sphere of industries. In a fast paced modern society industries have a major role to play as they are the backbone of a country's economy.

The issue of employee alienation can refer to several different issues: alienation from the company as well as alienation from society as a whole. Companies and the way they are structured have an effect on both of these factors, and the corporate culture which permeates an can determine whether its employees enjoy a high level of morale, or whether they feel alienated from their surroundings and their employer. Where employees only communicate with their managers when there is a problem, can create feelings of alienation because the employee's only contact with the manager is when there are negative circumstances involved.

- Managers who take the time to let employees know when they are doing a good job not only build a better personal relationship with the employee, but also build a situation where the employee feels valued by the. Again, this managerial approach requires active participation by the company as a
whole, beginning with the upper echelons of management. Company structure itself (the al structure) can also be a factor in whether employees feel that they are part of the , or whether they feel alienated. Companies which have hierarchical s with many layers of management are likely to have artificial "walls" between workers. Companies which are structured in a more vertical manner, meaning that they have fewer layers of management, are more likely to have employees who feel that they are an important part of the and who are not alienated from the company. It is important for companies to develop cultures and s which foster employee participation.

In situations where supervisors may be abusive supervision include a boss demeaning, belittling, undermining, or taking credit for the work of a subordinate. These behaviors reflect indifference, hostility, and oftentimes deviance (Tepper, 2000). Some studies suggest that workplace violence occurs in 20% of workplaces (Romano, 1994), yet almost twice that many workplaces are the site of more subtle, verbally harassing behavior or thoughtless, negative acts (Bjorkqvist et al., 1994). Understanding the ramifications of workplace aggression is important in the quest to foster an emotionally healthy workforce. Patterns of negative interaction can be dangerous in that they threaten to damage s, careers, and people (Masuch, 1985). There are two major alienation factors.
Individual personal factors.

- personality
- values
- belief
- job satisfaction
- supervisor impact
- ethics
- lack of mentoring

Organizational Factors

The relationship between two types of alienation—alienation from work and alienation from expressive relations and two structural properties of s—centralization and formalization.