Chapter - 9

Conclusion and Suggestions

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Conclusion and Suggestions

9.1 Limitations of the Study:

The research is related to examining the role of groupware in organisational effectiveness. The organisational effectiveness may have different meanings for different organizations. The research has understood that achievement of twelve work objectives, as examined from the question number fifteen to question number twenty six of the research questionnaire, are able to make any organisation effective. There may be other factors and parameters that might be contributing to effectiveness according to the meaning and interpretation of Organisational Effectiveness for any particular organisation.

There are large numbers of factors which affect the success of an organisation. Out of various factors that may be instrumental in achieving organisational effectiveness, the collaboration is one of the important factors. The collaboration has been center in this research as it was intended to examine the role of digital collaborative tool. Other factors affecting the organizational effectiveness such as production techniques, marketing strategies, and HR policies have not been studied in this research. Thus, the research has limited itself only on collaborative activities and use of Groupware in such activities in success story of an organization.

The need of collaboration is different in different organisations and therefore, the extent of usage of collaborative tools may be different for different organizations. The present study has limited its scope only with respect to collaborative needs of fertilizer industry.

The research has collected data from two units of two fertilizer companies as the population is distributed across the India. The use of Groupware was found in IFFCO at all its units and head office in Delhi. Hence, only one unit of IFFCO i.e. at Phulpur, Allahabad was selected. The other company, NFL which is a public sector company is not using any Groupware. Their collaborative needs are fulfilled using traditional tools. One of its units was randomly taken for the study. Therefore, research has
limited its scope of study on only two of the fertilizer companies for the purpose of comparison.

9.2 Contributions of the Research:

The research gap which was discussed in chapter seven has been tried to fulfill with the findings and suggestions of this research. Role of Digital Collaborative tools (Groupware) for enhancing organisational effectiveness could not draw the proper attention of available literature. This research has identified the various activities where the Groupware can make significant contributions. These activities are so important that if performed with full potential the organization will definitely get success if all other resources are adequate. The some other important contributions of this research can be in terms of:

- Identifying the important factors in collaborative work environment that are instrumental in achieving Organisational Effectiveness
- Establishing the importance of Collaboration in success of organisation
- Using of Digital Collaborative Tools (Groupware) in collaborative activities to help organisation become successful
- Highlighting the need of smart collaboration in Indian Fertilizer Industry
- Creating ground for future studies in same direction

9.3 Future Scope:

The present research work has been useful in understanding the need of further studies in the same direction. Since the topic is new in Indian context, there may be number of studies in future, some are appended below:

Social needs of Collaboration: The literature review and experience gained through this research brings some issues that are important to be undertaken in future studies. The Groupware provides smart and timely support in collaboration with almost no requirement of physical interactions where as the traditional collaborative tools required more physical interactions. The isolation of individuals from each other due to digital tools is restricting some solutions to the social problems. Therefore,
another study may be undertaken to understand the social needs of collaboration and how such needs be fulfilled along with digital collaboration.

**Digital Collaborative Tools in Context of Varying Role:** Though design and development of Groupware is meant for all collaborative needs, there are members in organisation with different roles and different need for collaboration in each role. On some activities the collaborative tools are more useful than the others just because of the support provided in it. Moreover, the roles and responsibilities in the organisations change with time and size of business. Therefore, the collaborative tools must be facilitated in a way that these can be customized in according to the roles and responsibilities of the organisation. The people working on development and design of digital collaboration are providing the facilities for customization of tools. There is a need to study whether the efforts of such development are able to fulfill the collaborative needs on all the roles and for all the activities so that digital tools become more popular among the employees.

**Collaborative needs of Service Sector:** This research work was taken in a manufacturing focused industry. There is a scope of study in service sector which seems to be more dependent upon collaboration. There are industries like Telecom, Insurance, BPO, Banking etc where the use of Groupware may bring wonderful results. Although in some of these industries, Groupware is very common tool and its benefits are being realized. The research work may be initiated to understand the need of collaboration in these industries and effect of usage of groupware in their business.

**Implementation issues of Groupware in Indian Companies:** Any new change must be brought in a way that every individual is able to understand its benefits in his own work objectives and may start doing new practices according to the change. If the implementation of Groupware is not systematic and people do not understand its benefit or do not use it for all purposes where it can be used, it may not be able to provide the expected results. Therefore, the implementation issues may be studied in future research works.

**Comparative study of Groupware with Foreign Benchmark:** USA, Europe and some Asian countries are involved in the continuous development of Groupware
and their use on the collaborative activities in all kinds of business. This might have provided them with technical benefits in enhancing efficiency at all levels. Every year there is an International conference on CSCW (Compute Supported Collaborative Work) in USA and ECSCW in Europe to explore the advancement on technical and related social issues of CSCW. Therefore, there is requirement of understanding the gap of usage and effects of usage of Groupware in India with respect to its use and effect in USA or other such country that is using CSCW technologies.

9.4 Suggestions:

The research work has been initiated to examine the role of Groupware in collaborative activities which may in turn result in success of the organisation. The findings of the study clearly explain the significant role of Groupware in organisational effectiveness. The organisation that uses the Groupware has technological advantage over the others in many important activities such as communication, coordination, saving time for operational activities, getting accurate & timely information and tracing progress towards goals. Thus, the research has important suggestions in organisational context with respect of collaborative requirements.

**Identifying Collaborative Requirements of the Organisation:** Recognizing the complexity of business activities is essential for initiating any action towards modernization of processes. The research reveals that various activities in the organisation are interrelated and thus it becomes imperative to pre-identify the activities that need collaboration with others. Identifying the collaborative requirements in the processes will help the organisation to plan for execution of activities involved.

**Improving Awareness for Collaboration:** Another suggestion from the research is that the employees need to have awareness for collaboration. They should be trained to work with others in close coordination towards organizational goals. The awareness will bring harmony with the social needs of the organization. The awareness will not only help in fulfilling the collaborative needs but also improve the interpersonal relations. Therefore, the result of the research suggests that it important to improve the
awareness for collaboration among employees. Without improving awareness, the installation of Groupware may face resistance to change.

**Identifying the Challenges in Collaboration:** There are number of problems in collaborating with others, some important ones, are discussed in this research. The analysis of the data and findings on the data suggests that it is essential to identify the challenges faced in collaboration by different levels of employees. The digital collaborative tools are equipped with necessary facilities to find solutions for all collaborative problems. These tools can be implemented only when the challenges are clearly known. Problems faced by one organisation may not be the same in other organization. Each organisation has its own challenges and each may need different tools in the Groupware. Therefore, the research work suggests the need of identifying challenges in communication, coordination, information exchange etc.

**Requirement Analysis for Available tools of Collaboration:** The requirement of tools should be analyzed for the specific organisation. There are large numbers of tools available today. There is a need to clearly analyze the requirement before actually taking a decision for any such tool. Merely installing a groupware may not help the organisation, it must be insured that the digital tool is useful according to the need of the organisation.

**Reorganizing the Structure:** The success of present business organisation depends upon the availability of fast changing information on the strategic, environmental and technological aspects. Therefore, close coordination among the interrelated processes are essential. If the structure of the organisation does not support this interdependency there may be requirement of re-organizing the structure. The structure of modern organisations supports the smooth communication in terms of feedback, monitoring of activities, information sharing etc. Some of the Indian organization especially public sector organisations do not support the present need of collaboration and therefore, they seem to hesitating in adoption of modern technologies like Groupware. The NFL may be one example. Therefore, the research suggests that if required, the reorganization of structure may be considered for effective collaboration and gaining advantage in completion.
Handing Implementation Issues for Better Results: Though the research has not work on the implementation issues of the Groupware, the literature reviewed during the study suggests that implantation issues must be analyzed and effective change process should be adopted for getting the expected result out of the Groupware. The practice of not using the tools provided in the Groupware for all time has been taken an important issue on many occasions. This happens only when understanding of tools, among the users, is not adequate and training on usage of these tools have not been imparted prior to the implementation.

The present work has studied the role of digital collaborative tool (Groupware) in organisational effectiveness in detail and established the fact that it plays significant role in organisational performance. It has lots of future scope for study. The technology continues to develop as a tool that can be used to achieve more efficiency and effectiveness in business operations. This research work is an effort to understand the role of technology in collaboration with a hope that it will help some organisations to analysis their collaborative requirements and will also motivate them in using the latest digital collaborative tools for achieving greater efficiency in group and team work environment.