CHAPTER -VI

CONCLUSIONS, IMPLICATIONS, AND SUGGESTIONS FOR FUTURE RESEARCH
Conclusions

The findings of the present study have led to certain conclusions. They are summarized as under.

- Findings of the present study imply that technology intensive organizations carry out change on a continuous basis.

- The present study has highlighted that new technology is the most important reason for work redundancy in technology intensive organizations.

- Findings of the present study indicate that there is work redundancy in every organization but the rate of work redundancy varies depending on the size of the respective organizations.

  Work redundancy is maximum in the production department.

- Findings of the present study has highlighted that skill level of the worker is the most important criteria for declaring a worker as redundant.

- The present study indicates that there is worker redundancy in every organization but here again the rate of worker redundancy varies depending on the number of employees in the respective organizations.

  Worker redundancy is maximum in the production department.
• Findings of the present study imply that clerical jobs are the most affected due to technological changes.

• Results indicate that the rate of worker redundancy is high in the categories of semi-skilled and unskilled workers.

• Findings of the present study highlight that to cope with the phenomenon of redundancy, organizations retrain their workers and also redeploy them.

• Results indicate that there is anticipation that middle management jobs and skilled organizational workers would be most required in the future.

There is mixed feeling regarding whether the number of jobs required in the future would increase or decrease.

• Results indicate that employees resist the change processes taking place in the organizations inspite of the fact that they are involved in the change processes.

• Findings also highlight that go-slow is a common form of resistance; and management most commonly use communication and education, and involvement and participation to deal with the resistance.
• Attitudinal change in employees has been found in a number of organizations since introduction of redundancy program with workers showing signs of stress.

• Findings of the present study highlight that technological change affects all sectors of the economy, be it manufacturing or services.

• Results indicate that there is no difference between manufacturing sector and service sector on aspects of work and worker redundancy and its management in technology intensive organizations.

**Implications**

• The finding of the present study helps in understanding that work and worker redundancy is a common phenomenon in India also.

• Skill level of the worker is the most important criteria in declaring a worker as redundant. This finding calls for an emphasis on the development of suitable skills and expertise to support the application of new and advanced technology.

• Clerical jobs are the most affected due to technological changes. There is a need to upgrade these jobs along with the introduction of new technology.

• Rate of worker redundancy is high in the categories of semi-skilled and unskilled workers and hence management and employees have
to understand that training and continuous education are a must because in the emerging pattern, skills often have a short life cycle, and the ability to acquire new skills and update old ones becomes critical for survival.

- The psychological impact of redundancy is great and requires greater understanding on the part of the management to deal with the employees. Management could employ mechanisms to deal with the stress related to redundancy, for example, counselling, family therapy, meditation and yoga. If change is properly managed employees will in all probability view organizational change as a means of progress and advance and employees will be more confident about the future.

**Suggestions for future research**

Even though the present study has tried to explore the various aspects of redundancy, still there are certain limitations. The investigator suggests certain points for future research in order to overcome the limitations of the present study.

- In the present study data were collected from the human resource heads of the organizations taken up for the study. Further research can be done on the employees to get their viewpoints and reaction on redundancy.
• Future research can be done on those who have already been shown the exit door due to redundancy to know the psychological impact of being declared redundant.

• Future research could investigate redundancy in non-technology intensive organizations to see whether redundancy is prevalent in such organizations and to what extent.

• Further research could also investigate redundancy in organizations in the private sector only.