

## **SOCIAL INTEGRATION IN THE WORK PLACE – A STUDY ON THE SALES FORCE IN AUTOMOBILE INDUSTRY**

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### **Abstract**

The relationship between a superior and his subordinates has impact on the performance of the employees. Positive relationship between superior and subordinate leads to different types of exchanges between them. A positive exchange, which includes conducts such as sharing work related problems, participation in the decision making process, accessibility of the superior when required etc. which influence positively the performance of the employees.. The current study aims to reveal social integration in Automobile industry and employees' opinion regarding organization culture and participative management among different designations of sales force in Automobile industry. For this study, a sample of 146 was chosen with convenient sampling technique in various designations of sales department in Automobile industry. Applied statistical tools include Cronbach's alpha, descriptive statistics, cross order correlation and Chi-square.

### **INTRODUCTION**

Every company has its own unique personality, just like people do. The unique personality of an organization is referred to as its culture. In groups of people who work together, organizational culture is an invisible but powerful force that influences the behavior of the members of that group. The success of sales force is largely depends on supportive culture between superior and subordinates and among colleagues. Freedom from prejudice, egalitarianism and upward mobility are the steps to be taken necessarily by the management whereas, supportive work groups and committees of feelings and interpersonal openness are the result of effort from both management and workers. Though the initiative is to be from management, the employees also should give their complete support and co-operation to make the efforts of management a success.

### **Literature Review**

Rhoades, L., and Eisenberger, R. (2002) pointed out in a study that fairness, supervisor support, and organizational rewards and favorable job conditions received by employee are associated with perceived organizational support, in turn, is related to outcomes favorable to both employees and organization such as job satisfaction, positive mood, affective commitment, performance and lessened withdrawal behavior.

Saraji and Dargahi (2006) made a study on Quality of work life of Tehran University of Medical Sciences (TUMS) Hospitals' employees. They observed that support for employees by immediate managers / superiors is one of the factors affecting QWL.

Hassan Abu Bakar and Che Su Mustaffa (2008) attempted to examine superior-subordinate communication as mediating variable. The results indicated that when a superior increases his or her

communication behavior such as positive relationship communication, upward openness communication, negative relationship communication, and job-relevant communication towards a subordinate, it increases his or her relationship from a low quality relationship to a high quality relationship with the subordinates and this indirectly increases their commitment to the workgroup.

Joanna Winska (2010) observed that employee satisfaction is predicted and moderated by successful communication of the superior. Issues such as work appreciation that comes from the boss, communication feedback at the workplace or downward communication are the confirmed elements of employee job satisfaction.

Mamta Gaur (2013) explains the impact of superior-subordinate relationship on the success, growth and performance of the employees and organization. He out lined that Workplace relationship is an important phenomenon at the workplace, particularly, the relationship between superior and subordinates. A conscientious superior can have a major impact on the performance of his subordinates.

Oginni Babalola, Afolabi Gbadegesin and Erigbe Patience (2014) conducted an empirical study on superior-subordinate relationship and employees' commitment. They identified correlation between superior-subordinate relationship and employees' commitment. They suggested that the culture of the organisation should be designed along the tradition, values, norms and beliefs of the people. So that the ways things are done are accepted and can maintain relationship and commitment.

### Objectives

- To study social integration in the organizations of Automobile industry.
- To find out whether the opinions of employees regarding organization culture and participative management are different among different age group of sales force.
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### Research Hypotheses

- H<sub>1</sub>: Employees of different age group will have different opinion about organization in Automobile industry.
- H<sub>2</sub>: Employees of different age group will have different opinion about participative management in Automobile industry.
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### Data Analysis and Interpretation

Table : 1 Reliability Statistics		
	Cronbach's Alpha	N of Items
Organization Culture	0.91	6
Participative Management	0.733	6

Table 1 shows the reliability statistics. The Cronbach's Alpha was calculated for each variable individually. Two variables in this study were showing Alpha greater than 0.70. Hence, the questionnaire was found reliable.

<b>Table : 2 Demographics of the Respondents</b>					
Age of the respondents			Education of the respondents		
	Frequency	Percent		Frequency	Percent
18-23	17	11.6	S.S.C	1	0.7
24-29	82	56.2	Inter	4	2.7
30-35	42	28.8	Graduation	86	58.9
36-41	3	2.1	P.G	55	37.7
above 42	2	1.4	Total	146	100
Total	146	100			
Total experience of the respondents			Salary of the respondents		
	Frequency	Percent		Frequency	Percent
0-3	70	47.9	Below 10000	37	25.3
04 Jul	55	37.7	11000-15000	82	56.2
08 Nov	14	9.6	16000-20000	19	13
Dec 15	5	3.4	21000-25000	4	2.7
above 15	2	1.4	above 25000	4	2.7
Total	146	100	Total	146	100
Designation of the respondents			No.of hours in a day respondent works		
	Frequency	Percent		Frequency	Percent
Executive	112	76.7	07-08	12	8.2
Sr.Executive	16	11	08-09	23	15.8
Team Leader	16	11	09-10	59	40.4
Manager	2	1.4	10-12	44	30.1
Total	146	100	above 12	8	5.5
			Total	146	100

Table 2 shows the demographic characteristics of the respondents. Nearly 12 percent of the total participants are in the age group of 18-23 years. Around 56 percent are in the age group of 24-29 years, 29 percent are in the age group of 30-35 years, only two percent of the participants are in the age group of 36-41 years and one percent of the participants are above 42 years old. It is clear that majority of respondents in Automobile industry are between the ages of 24-29 and 30-35.

Only one percent of the respondents studied S.S.C. and three percent of the respondents completed intermediate. Around 59 percent of the respondents are graduates. Nearly 38 percent of the respondents are Postgraduates from Automobile industry.

Around 48 percent of the participants have 0-3 years of experience. Around 38 percent of the participants have 4-7 years of experience and 10 percent of the participants have 8-11 years of experience. Only three percent of the participants have 12-15 years and two percent of the participants are more than 15 years experienced.

Around 25 percent of the respondents are paid below Rs. 10000 per month. 56 percent are paid the salary between Rs. 11000 and 15000 per month. 13 percent of the respondents salary ranged between Rs.16000 and 20000 per month. Three percent of the respondents are paid the salary between Rs. 21000 and 25000 per month. Only three percent of the respondents are the salary earners of above Rs. 25000.

Around 77 percent of the respondents are executives. Around 11 percent of the respondents are senior executives. Nearly 11 percent of the respondents are team leaders. Only two percent of the respondents are managers.

Eight percent of the total employees work 7-8 hours in a day. Around 16 percent of the employees work 8-9 hours. Majority of the ~~employees~~ employees' i.e. 40 percent work 9-10 hours in a day. Around 30 percent of the employees' work 10-12 hours. Only five percent of the employees work more than 12 hours in a day.

Table: 3 Inter item Correlations							
		Org Culture 1	Org Culture 2	Org Culture 3	Org Culture 4	Org Culture 5	Org Culture 6
Org Culture 1	Pearson Correlation	1	.775**	.790**	.739**	.514**	.504**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
Org Culture 2	Pearson Correlation		1	.812**	.739**	.615**	.479**
	Sig. (2-tailed)			.000	.000	.000	.000
Org Culture 3	Pearson Correlation			1	.767**	.601**	.521**
	Sig. (2-tailed)				.000	.000	.000
Org Culture 4	Pearson Correlation				1	.438**	.584**
	Sig. (2-tailed)					.000	.000
Org Culture 5	Pearson Correlation					1	.455**
	Sig. (2-tailed)						.000
Org Culture 6	Pearson Correlation						1
	Sig. (2-tailed)						
**. Correlation is significant at the 0.01 level (2-tailed).							

Table 3 shows Inter item Correlations of the Organization Culture. I found a significant positive correlation ( $r = 0.79$ , Sig. 0.01) between concern on employee problems and superior's approachability. There is a positive correlation between concern on employees' problems employee performance acknowledgement. Next, concern on employee problems is significantly correlated (0.73, Sig. 0.01) with supportive supervision. A significant positive correlation ( $r = 0.81$ , Sig. 0.01) is identified between employee performance acknowledgement and superior's approachability. The study found a significant positive correlation ( $r = 0.73$ , Sig. 0.01) between employee performance acknowledgement and supportive supervision. There is a positive correlation between performance acknowledgement and superordinate – employee relationship. Superior's approachability is significantly correlated with supportive supervision. There is a positive correlation between superior's approachability and superordinate – employee relationship. A significant positive correlation is identified between supportive supervision and role clarity.

**Table: 4 Inter item Correlations**

		Part Mgmt 1	Part Mgmt 2	Part Mgmt 3	Part Mgmt 4	Part Mgmt 5	Part Mgmt 6
Part Mgmt 1	Pearson Correlation	1	.218**	.394**	.299**	.104	.527**
	Sig. (2-tailed)		.008	.000	.000	.213	.000
Part Mgmt 2	Pearson Correlation		1	.458**	.357**	.100	.374**
	Sig. (2-tailed)			.000	.000	.231	.000
Part Mgmt 3	Pearson Correlation			1	.593**	.063	.572**
	Sig. (2-tailed)				.000	.448	.000
Part Mgmt 4	Pearson Correlation				1	.115	.456**
	Sig. (2-tailed)					.166	.000
Part Mgmt 5	Pearson Correlation					1	.227**
	Sig. (2-tailed)						.006
Part Mgmt 6	Pearson Correlation						1
	Sig. (2-tailed)						

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4 shows Inter item Correlations of the Participative Management. I found a significant positive correlation ( $r = 0.527$ , Sig. 0.01) between collaborative work climate and employee recognition. There is a positive correlation ( $r = 0.458$ , Sig. 0.01) between social cohesion promotion and participative decision-making style. The study found a significant positive correlation ( $r = 0.59$ , Sig. 0.01) between participative decision-making style and employee empowerment. Participative decision-making style is significantly correlated (0.57, Sig. 0.01) with employee recognition. There is no correlation between collaborative work climate and bureaucratic leadership style. No correlation is identified between employee empowerment and bureaucratic leadership style. Social cohesion promotion has no correlation with bureaucratic leadership style.

**Table: 5 Employees' Opinion Regarding Organization Culture**

		SD	D	NAD	A	SA	TOTAL
1	Frequency	11	9	17	65	44	146
	Percentage	7.5	6.2	11.6	44.5	30.1	100
2	Frequency	6	10	14	67	49	146
	Percentage	4.1	6.8	9.6	45.9	33.6	100
3	Frequency	5	11	11	59	60	146
	Percentage	3.4	7.5	7.5	40.4	41.1	100
4	Frequency	6	11	15	62	52	146
	Percentage	4.1	7.5	10.3	42.5	35.6	100
5	Frequency	3	8	17	72	46	146
	Percentage	2.1	5.5	11.6	49.3	31.5	100
6	Frequency	6	8	16	74	42	146
	Percentage	4.1	5.5	11	50.7	28.8	100

SD=Strongly Disagree, D=Disagree, NAD=Neither Agree nor Disagree, A=Agree, SA=Strongly Agree

1. My superior spends enough time to listen to my problems in my workplace
2. My superior gives constructive feedback on my performance
3. I feel free to communicate frequently with my superior
4. My superior renders support to do my job effectively
5. My superordinate maintains good relationship with employees
6. Management makes us aware of performance expectations from us

Table 5 shows Employee's opinion on the organization culture in Automobile Industry. Majority of the respondents (79 percent) agreed that their superior spends enough time to listen to employee problems in their organization. Number of respondents agreed that their superior gives constructive feedback is amounted to 79 percent. Majority of the respondents (81 percent) agreed that their superior is approachable. Number of employees agreed that their superior renders support to their job effectively is amounted to 78 percent. Around 80 percent of the respondents agreed that their superordinate maintains good relationship with employees. Majority of the respondents (78percent) agreed that their management maintains role clarity.

**Table: 6 Employees' Opinion Regarding Participative Management**

		SD	D	NAD	A	SA	TOTAL
1	Frequency	5	3	17	59	62	146
	Percentage	3.4	2.1	11.6	40.4	42.5	100
2	Frequency	53	22	22	27	22	146
	Percentage	36.3	15.1	15.1	18.5	15.1	100
3	Frequency	23	16	18	55	34	146
	Percentage	15.8	11	12.3	37.7	23.3	100
4	Frequency	19	19	28	56	24	146
	Percentage	13	13	19.2	38.4	16.4	100
5	Frequency	21	7	37	53	28	146
	Percentage	14.4	4.8	25.3	36.3	19.2	100
6	Frequency	10	11	7	82	36	146
	Percentage	6.8	7.5	4.8	56.2	24.7	100

**SD=Strongly Disagree, D=Disagree, NAD=Neither Agree nor Disagree, A=Agree, SA=Strongly Agree**

1. Colleagues help each other whenever someone has a problem in their work
2. My organization involves family members of employees in organization's celebrations
3. My management seeks opinions and ideas from employees when they take decisions
4. I am given freedom to take decision on my own when it is needed to accomplish my task
5. My superior gives more importance to rules than task accomplishment
6. Individual contribution is recognized in accomplishing team goals

Table 6 shows employees opinion on Participative management in Automobile industry. Majority of the respondent (82 percent) agreed that a collaborative environment among employees is there in their organization. Number of employees disagreed that their organization involves family members of employees in organization's celebrations is amounted to 52 percent. More than one-half of the respondents (60 percent) agreed that participative style of decision-making is adopted in their organization. Number of respondents agreed that they are given freedom to take decision on their own when it is needed to accomplish their task is amounted to 54 percent. More than one-half of the

respondents agreed that bureaucratic leadership style is adopted in their organization. Majority of the respondents (80 percent) agreed that individual performance is recognized in team success.

### Hypotheses Testing

**Table: 7-** Hypotheses Testing Results

	Organization Culture	Participative Management
Chi-Square	209.397	105.507
Df	22	23
Asymp. Sig.	.000	.000

Table: 7 shows the results of Hypotheses Testing. To test the hypothesis Chi-square technique was applied. Results shown that -

- Employees of different age group have different opinion about organization culture in Automobile industry.
- Employees of different age group have different opinion about participative management in Automobile industry.

**Table: 8 -**Results of the hypothesis

	Hypothesis	Result
H <sub>1</sub>	Employees of different age group have different opinion about organization in Automobile industry.	Accepted
H <sub>2</sub>	Employees of different age group have different opinion about participative management in Automobile industry.	Accepted

## CONCLUSION

In sum, the study reveals that there is a significant positive correlation between concern on employee problems and superior's approachability. Next, concern on employee problems is significantly correlated with supportive supervision. The study found a significant positive correlation between employee performance acknowledgement and supportive supervision. A significant positive correlation is identified between supportive supervision and role clarity. The study found a significant positive correlation between participative decision-making style and employee empowerment. Participative decision-making style is significantly correlated with employee recognition. No correlation is identified between employee empowerment and bureaucratic leadership style.

The study also finds that superiors in Automobile industry are more concerned about employee problems. Superiors are approachable, supportive, give constructive feedback to employees and superordinates maintain good relationship with employees. Role clarity is maintained for employees. There is a collaborative environment among employees. Family members of employees are not invited to participate in organization's celebrations to enhance social cohesion. Participative style of decision-making and bureaucratic leadership style is adopted. On the other hand, the study also finds that Employees of different age group have different opinion about organization culture and participative management in Automobile industry.

Organizational culture is civilization in the workplace. Culture is the organization's immune system. A healthy culture encourages the employees to stay motivated and loyal towards the management. A positive organization culture goes a long way in promoting healthy competition at the

workplace. By creating a sense of ownership in the company, participative management instills a sense of pride and motivates employees to increase productivity in order to achieve their goals. Employees who participate in the decisions of the company feel like they are a part of a team with a common goal, and find their sense of self-esteem and creative fulfillment heightened. Based on the findings I suggest that while developing the organization culture and following the participative management style, certain demographic factors such as designation should also be taken into consideration.

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