

Chapter - VI

FINDINGS, CONCLUSIONS, IMPLICATIONS SUGGESTIONS, AND ACTION PLAN

In this chapter an attempt has been made to present findings of the study on the basis of analysis and interpretation of the data presented in the last chapter. Conclusions have been drawn on the basis of findings and an attempt has also been made to discuss the implications of the findings and conclusions for social work practice in industry and for social work education. Researcher has also attempted to provide suggestions keeping in mind implications for the social work practice and education.

The findings and conclusions are presented and discussed sectionwise.

In Section-I: Findings and Conclusions related to profile of the respondents are presented.

In Section-II: Findings and Conclusions related to perception of respondents regarding relevance of social work knowledge in industry are presented.

In Section-III: Findings and Conclusions related to perception of respondents regarding relevance of social work skills are presented.

In Section-IV: Findings and Conclusions related to values for social work practice in industry are presented.

In Section-V: Findings and Conclusions related to attitudes of the respondents towards social work profession are presented.

Implications for social work professional and education are discussed thereafter. Suggestions are grouped and presented into two parts. In 1st part suggestions for social work professional working in industry are presented. In IInd part suggestions for social work education are presented.

At the end, an attempt has been made to give action plan for social work education and practice in industry.

FINDINGS:

Section-I: Profile of the Respondents

- Majority of respondents were Male in young and middle age group having 10 years or less than 10 years of experience, holding junior and middle management positions, earning upto Rs. 30,000 (per month) belonging to private sector organizations and manufacturing industries.
- Majority of respondents had their graduation in Arts and commerce and nearly 1/3rd of the respondents had acquired Law degree and P.G. Diploma in Industrial Relations and Personnel Management, Human Resource Development and Labour Development and Labour Practice besides M.S.W. degree.

Section-II: Relevance of Social Work Knowledge in Industry

- 91.7% respondents could perceive that the knowledge of Human Development and Human Behaviour is relevant for providing Direct Services i.e., services related to Human Resources (H.R.), Personnel and Administration (P&A), Industrial Relations (I.R.) and Welfare and for providing Supervisory and Administrative services in industry.

Though 91.7% respondents could perceive the relevance of the knowledge of Human Development and Human Behaviour for providing services in Industry, no significant relationship was found between the perception of respondents and their total experience in Industry, the type of industry, type of organization and gender.

- 86.7% respondents could perceive that the knowledge of Society and Social Problems is relevant for providing Direct services i.e. services of H.R., P&A, I.R., and Welfare and for providing Supervisory and Administrative services in industry.

Though 86.7% respondents could perceive the relevance of the Society and Social Problems for providing services in industry, no significant relationships was found between perception of respondents regarding relevance of the knowledge and their experience, type of organization and gender.

However, significant relationship was found between perception of respondents regarding relevance of the knowledge of society and social problems and type of industry, i.e. manufacturing, service and other industries.

- 89.1% respondents could perceive that the knowledge of Social Case Work is relevant for providing H.R., P&A, I.R. and Welfare as well as supervisory and Administrative services in industry.
- Though 89.1% respondents could perceive the relevance as knowledge of Social Case Work for providing services in industry, no significant relationship was found between the perception of respondents regarding the relevance of the knowledge of social case work and experience, type of industry, type of organization and gender of the respondents.
- 91.7% respondents could perceive that the knowledge of Social Group Work is relevant for providing H.R., P&A, I.R. and Welfare as well as Supervisory and Administrative services in industry.
- Though 91.7% respondents could perceive the relevance of the knowledge of Social Group Work for providing the services in industry, no significant relationship was found between the perception of the respondents regarding relevance of the knowledge of Social Group Work and experience, type of industry, type of organization and gender of respondents.
- 70.8% respondents could perceive that the knowledge of Community Organization is relevant for providing H.R., P&A, I.R. and welfare services as well as Supervisory and Administrative services in Industry.
- Though 70.8% respondents could perceive the relevance of the knowledge of Community Organization for providing the services in Industry, no significant relationship was found between the perception of respondents and their experience, type of industry, type of organization and gender.
- 54.2% respondents could perceive that the knowledge of Social Work Research is relevant for providing H.R., P&A, I.R. and welfare services as well as Supervisory and Administrative services in Industry.

- Significant relationship was found between perception of respondents regarding relevance of the knowledge of Social Work Research and type of industry, i.e. manufacturing industry, service industry and other industries.
37.1% respondents from other industries could perceive that the knowledge of Social Work Research is not relevant for providing the services industry.
- No significant relationship was found between perception of respondents regarding relevance of the knowledge of Social Work Research and experience, type of organization and gender of the respondents.
- 61.7% respondents could perceive that the knowledge of Social Welfare Administration is relevant for providing H.R., P&A, I.R. and Welfare as well as Supervisory and Administrative services in industry.
- No significant relationship was found between perception of respondents regarding relevance of the knowledge of Social Welfare Administration and experience, type of industry, type of organization and gender of the respondents.
- 60.0% respondents could perceive that the knowledge of Social Legislations is relevant for providing H.R., P&A, I.R., Welfare, Supervisory and Administrative services in Industry.
- Significant relationship was found between perception of respondents regarding relevance of the knowledge of Social Legislations and experience of the respondents.
- No significant relationship was found between perception of respondents regarding relevance of the knowledge of Social Legislations and type of industry, type of organization and gender of the respondents.
- 83.3% respondents could perceive that the knowledge of Labour Legislations is relevant for providing H.R., P&A, I.R. and Welfare as well as Supervisory and Administrative services in Industry.
- Significant relationships was found between perception of respondents regarding relevance of the knowledge of Labour Legislations and type of industry, i.e. manufacturing, service and other industries.

- No significant relationship was found between perception of respondents regarding relevance of the knowledge of Labour Legislations and experience, type of organization and gender of the respondents.

Section III: Relevance of Social Work Skills in Industry

- Ten skills that the respondents acquired during M.S.W. training were Human relations (97), Communication (89), Counselling (80), Resource mobilization (76), Team building (74), Organizing (71), Planning (70), Problem solving (64), Leadership (62), and Conflict handling (50).
- Of the ten skills acquired during M.S.W. training communication (72), Human relations (68), and Counselling (32) skills were perceived to be most relevant for providing **Direct services** i.e. **H.R., P&A, I.R. and Welfare services in Industry.**
- Of the ten skills acquired during M.S.W. training, Communication (48), Leadership (44), and Human relations (39), skills were perceived to be most relevant for providing **Supervisory services in industry.**
- Of the ten skills acquired during M.S.W. training, Planning (52), Organizing (45) and Communication (35) skills were perceived to be most relevant for providing **Administrative services in industry.**
- Of the three major M.S.W. training components, 109 respondents perceived that Field work helped them in acquiring the skills. Whereas 74 respondents perceived that theory helped them and 54 respondents perceived that Research too helped them in acquiring the skills.
- 61.3% respondents perceived that M.S.W. training helped them to great extent in acquiring the skills.
- Significant relationship was found between experience and perception of respondents regarding to what extent M.S.W. training helped in acquiring the skills.
- No significant relationship was found between type of industry and perception of respondents regarding the extent, the M.S.W. training helped them in acquiring the skills.

- No significant relationship was found between income and perception of respondents regarding the extent, the M.S.W. training helped them in acquiring the skills.
- No significant relationship was found between designation and perception of respondents regarding the extent, the M.S.W. training helped them in acquiring the skills.
- 59.6% respondents perceived that the skills acquired during M.S.W. training were utilized to great extent in industry.
- 37.0% respondents perceived that the skills acquired during M.S.W. training were utilized to some extent in industry.

Section-IV: Social Work Values for Practice in Industry

- 95 respondents cherished the value "Dignity and worth of a person" the most as an **individual person**.
- 77 respondents cherished the value "Dignity and worth of a person" the most as **professional social worker**.
- 81 respondents could perceive that the value "Dignity and worth of a person" could lead to efficient job performance in Industry.
- 28 respondents could perceive that the value "Dignity and worth of a person" created conflict in their minds while providing direct services. i.e. H.R., P&A, I.R. and Welfare services in Industry.
- 32 respondents could perceive that the value "Dignity and worth of a person" created conflict in their minds while providing supervisory services in Industry.
- 20 respondents could perceive that the value "Dignity and worth of a person" created conflict in their minds while providing administrative services in industry.
- 32 respondents could perceive that the value "Dignity and worth of a person" was expected in Industry.
- 78 respondents cherished the value "Integrity" the most as an **individual person**.

- 68 respondents cherished the value "Integrity", the most as a **professional social worker**.
- 89 respondents perceived that the value "Integrity" could lead to efficient job performance in industry.
- 25 respondents could perceive that the value "Integrity" created conflict in their minds while providing direct services, i.e. H.R., P&A, I.R. and Welfare services in industry.
- 24 respondents could perceive that the value "Integrity" created conflict in their minds while providing supervisory services in Industry.
- 20 respondents could perceive that the value "Integrity" created conflict in their minds while providing administrative services in industry.
- 73 respondents could perceive that the value "Integrity" was expected in industry.
- 62 respondents cherished the value "Importance of Relationship" the most as an **individual person**.
- 55 respondents cherished the value "Importance of Relationship" the most as a **professional social worker**.
- 55 respondents could perceive that the value "Importance of Relationship" could lead to efficient job performance in industry.
- 36 respondents could perceive that the value "Importance of Relationship" was expected in Industry.
- 23 respondents could perceive that the value "Importance of Relationship" created conflict in mind while providing direct services, i.e. H.R., P&A, I.R. and Welfare services in Industry.
- 32 respondents could perceive that the value "Importance of Relationship" created conflict in mind while providing supervisory services.
- 24 respondents could perceive that the value "Importance of Relationship" created conflict in mind while providing Administrative services.
- 47 respondents cherished the value "Service" the most as an **individual person**.
- 68 respondents cherished the value "Service" the most as a **professional social worker**.

- 38 respondents could perceive that the value "Service" could lead to efficient job performance in industry.
- 46 respondents could perceive that the value "Service" was expected in industry.
- 52 respondents could perceive that the value "Service" created conflict in their mind while providing direct services, i.e. H.R., P&A, I.R., and Welfare services in Industry.
- 39 respondents could perceive that the value "Service" created in their mind while providing supervisory services in Industry.
- 29 respondents could perceive that the value "Service" created conflict in their mind while providing Administrative services in Industry.
- 47 respondents cherished the value "Competence" the most as an **individual person**.
- 44 respondents cherished the value "Competence" the most as a **professional social worker**.
- 69 respondents could perceive that the value "Competence" could lead to efficient job performance in industry.
- 67 respondents could perceive that the value "Competence" was expected in industry.
- 22 respondents could perceive that the value "Competence" created conflict in their mind while providing direct services, i.e. H.R., P&A, I.R., and Welfare services in Industry.
- 16 respondents could perceive that the value "Competence" created conflict in their mind while providing supervisory services in industry.
- 17 respondents could perceive that the value "Competence" created conflict in their mind while providing administrative services in Industry.
- 28 respondents cherished the value "Social Justice" the most as an **individual person**.
- 46 respondents cherished the value "Social Justice" the most as a **professional social worker**.
- 10 respondents could perceive that the value "Social Justice" could lead to efficient job performance in industry.

- 18 respondents could perceive that the value "Social Justice" was expected in industry.
- 76 respondents could perceive that the value "Social Justice" created conflict in their mind while providing direct services, i.e. H.R., P&A, I.R., and Welfare services in Industry.
- 43 respondents could perceive that the value "Social Justice" created conflict in their mind while providing supervisory services in industry.
- 37 respondents could perceive that the value "Social Justice" created conflict in their mind while providing administrative services in industry.
- 53.4% respondents could perceive that the social worker could fulfill to great extent the values that were expected from them.
- 14.2% respondents could perceive that the social workers could fulfill to some extent the values that were expected from them.
- 32.5% respondents did not give response which means that they could not perceive whether social workers could fulfill the expected values from them or not.
- No significant relationship was found between experience and perception of respondents regarding fulfillment of expected values by social workers in industry.
- No significant relationship was found between designation and perception of respondents regarding fulfillment of expected values by social workers in industry.
- No significant relationship was found between income and perception of respondents regarding fulfillment of expected values by social worker in industry.
- No significant relationship was found between type of industry and perception of respondents regarding fulfillment of expected values by social workers in industry.
- 75.0% respondents could perceive that they could see change in industry due to practice of social work values.
- 25.0% respondents could perceive that they did not see change in industry due to practice of social work values.

- No significant relationship was found between experience and perception of respondents regarding change they see in industry due to practice of social work values.
- No significant relationship was found between designation and perception of respondents regarding change they see in industry due to practice of social work values.
- No significant relationship was found between income and perception of respondents regarding change they see in industry due to practice of social work values.
- No significant relationship was found between type of industry and perception of respondents regarding change they see in industry due to practice of social work values.

Section-V: Attitude towards Social Work

- 71.6% respondents showed positive attitude towards training, where as 28.3% respondents showed negative attitude towards training.
- Significant relationship was found between experience of respondents and their attitude towards training.
- No significant relationship was found between income of the respondents and their attitude towards training.
- No significant relationship was found between type of industry and attitude of respondents towards training.
- 57.5% respondents showed positive attitude towards their professional self, where as 42.5% respondents showed negative attitude towards their professional self.
- No significant relationship was found between experience of the respondents and their attitude towards their professional self.
- No significant relationship was found between income of the respondents and their attitude towards their professional self.
- No significant relationship was found between type of industry and attitude of the respondents towards their professional self.

CONCLUSIONS:

Section-I: Profile of respondents

Majority of respondents are in young age group having experience upto 10 years. During the last ten years rapid changes have taken place in industry with reference to role and responsibilities of professional social workers. This decade has shown direction for future development in Industry. Therefore perception of the young professional social workers becomes important to understand.

Section-II: Relevance of Social Work Knowledge in Industry

- It can be concluded that there is no gap in ideal and actual practice with reference to knowledge of background courses as majority of respondents could perceive the relevance of knowledge of Human Development and Human Behaviour as well as knowledge of Society and Social Problems which is imparted through background courses. It means that majority of respondents could apply the knowledge they had acquired through these courses while providing all type of services, i.e. services related to H.R., P&A, I.R., and Welfare as well as Supervisory and Administrative services.
- There is no gap in ideal and actual practice with reference to knowledge of main method courses as majority of respondents perceived that the knowledge of working with individual, groups and communities is relevant. It means that they could apply this knowledge while providing services related to H.R., P&A, I.R., and Welfare as well as supervisory services and administrative services.

With reference to supportive method courses like Social Work Research and Social Welfare Administration, though majority of respondents could perceive their relevance while providing the services in industry almost 1/4th of the respondents perceived that this knowledge is not relevant and almost similar number of respondents could not perceive whether the knowledge is relevant or not.

Therefore, it can also be concluded that main method courses have more applicability in industry compared to supportive method courses.

- Majority of respondents could perceive relevance of knowledge of Labour Legislations which means they could apply this knowledge in industry. Hence it can be concluded that there is no gap in ideal and actual practice with reference to Labour Legislations.

Section-III: Relevance of Social Work Skills in Industry

- Majority of the respondents perceived that field work during M.S.W. training helped them to acquire skills of Human relations, Communication and Counselling which were found to be most relevant for providing **Direct services**, i.e. H.R., P&A, I.R., and Welfare services in Industry.

In addition to Communication and Human Relation skills, Leadership was perceived to be most relevant for providing **Supervisory services**. Skills of Planning, Organizing and Communication were perceived to be most relevant for providing **Administrative services**.

It means that skills of Human relations, Communications, Counselling, Leadership, Planning and Organizing are most applicable in Industry.

Majority of respondents perceived that they acquired these skills to a great extent during their M.S.W. training through field work.

Hence, it can be concluded that there is no gap in actual and ideal practice with reference to social work skills.

Section-IV: Values for Social Work Practice in Industry

- Of the six core values of social work profession, dignity of person is cherished both as an individual person and as a professional and perceived to be leading to efficient job performance but perceived to be not much expected in Industry and also creating conflict while providing the services in Industry.

Hence it can be concluded that there is a gap in actual and ideal practice with reference to value of dignity and worth of a person.

- Integrity is another value which is cherished most as an individual and as a professional, perceived to be leading to efficient job performance and is also expected in industry, creating less conflicts while providing the direct, supervisory and administrative services.

Hence it can be concluded that there is no gap in ideal and actual practice with reference to value of integrity.

- Social Justice is the least cherished value as an individual perceived by least number of respondents to be leading to efficient job performance and the least expected in industry, perceived by majority of respondents to be creating conflicts while providing direct H.R., P&A, I.R. and Welfare services, as well as while providing supervisory and administrative services.

Hence, it can be concluded that there is lot of gap in actual and ideal practice with reference to value of social justice.

- Service is the value cherished most as professional social worker perceived by less number of respondents to be leading to efficient job performance, is expected in industry and perceived by majority of respondents to be creating conflict while providing direct H.R., P&A, I.R. and Welfare services as well as while providing supervisory and administrative services.

Hence, it can be concluded that there is gap in actual and ideal practice with reference to value of service.

- Competence is very much expected in industry and is also perceived to be leading to efficient job performance in the industry and perceived by least number of respondents to be creating conflict while providing direct H.R., P&A, I.R. and Welfare as well as supervisory and administrative services in industry.

Hence, it can be concluded that there is no gap in ideal and actual practice with reference to value of competence.

Section-V: Attitude towards Professional Social Work

- Majority of respondents showed positive attitude towards training professional self and towards their job. Where as majority of respondents had negative attitude towards social work interventions in industry.

IMPLICATIONS:

For Social Work Professionals:

Industrial scenario of India is changing very rapidly during the last decade due to liberalization, privatization and globalisation. Industries in Gujarat are no exception to it. Small organizations have disappeared from the scene or are taken over by bigger organizations. Acquisitions and mergers have become a common phenomenon in corporate world. Service sector industries like banking, hospitality and information technology are developing where as manufacturing industries are struggling for survival. Down sizing and right sizing have become common strategies for cost-effectiveness. Technological advancements specially in Information Technology sector has brought about tremendous changes in functioning of personnels. "Speed" is the key word.

The advancement and rapid changes have been throwing newer challenges to professional social workers who are holding positions as Human Resource personnels in Industries. Value addition and multi-skilling are the demands of present time. To survive and progress in this highly demanding and rapidly changing corporate world, to have competitive edge, professional social workers who are already there in the field and those who are aspiring to enter the field will have to equip themselves with newer knowledge, appropriate skills, set of values and attitude.

For Social Work Education:

The knowledge acquired from background courses such as Human Development and Psycho Pathology, Man and Society, and Philosophy of Social Work have been utilized adequately in Industry by professional social workers. Despite quite indirect and supportive content, these courses have been of great use. It confirms the utility of the background courses while practicing in Industry. To reinforce the significance of background courses further, it would be quite timely that new background courses which could develop better insight into the industrial environment, and organizational dynamics could be introduced.

Knowledge derived from the method courses has universal application which is confirmed through the present study. The main method courses such as social case work, social group work and community organization develop very sound understanding of working with people at individual, group and community level. The content of the courses specially the principles of social work have universal applicability and hence it can be practiced in all fields of social work including industry. The findings of the study confirm it further as these method courses are utilized well by professional social workers in Industry. It establishes the importance of method courses beyond doubt, but the negative attitude revealed by the professional social workers towards social work interventions in industry indicates the need for the additional method courses specially structured keeping in mind needs of the industry.

The course in O.D. Interventions could further strengthen knowledge related to intervention strategies in industrial field and would be an appropriate addition in method courses.

Social work research and social welfare administration are supportive method courses. The study revealed doubts about the utility of these courses in industrial field. Social work research as taught presently in social work schools is a quite lengthy process and which proceeds with slow pace probably is not in tune with the demands of the time i.e. quick results, working with speed etc. Hence, it established very strongly the need for a course related to computer application in industry, which can give very quick result thereby enhancing its utility. An introduction of H.R.I.S. (Human Resource Information Systems) Course could further help to bridge the gap.

As far as field courses are concerned these courses related to Labour legislations, Industrial relations and Personnel management could be updated with new content as per the need of the hour. Field courses are generally updated from time to time but the constraints of time allotted to these courses restricts inclusion of new concepts developing in the field. This could be taken care through other teaching and learning methods like encouraging students for

participation in seminars, workshops, conferences etc. where students get information, about latest developments in field.

Social work skills are developed to a great extent through very closely supervised field work. Establishing relationship at individual, group and community level, helping, intervening, programme planning, organizing and evaluating skills are major social work skills. These skills are utilized completely in industrial set up. Therefore that should be reinforced through field work. Other skills like Cost-orientation, Auditing, Time management, Public relations, Delegation etc. are also expected in present industrial set up. Therefore field work could be designed in such a way that students get sufficient opportunities to develop and practice these skills.

Communication stands out to be highly utilized skill by the professional social workers. Now a days communication has developed so much and its importance is established beyond doubt. To have mastery over communication, it could be introduced as a separate course in social work syllabus so that a comprehensive understanding about communication develops. The skill can be developed by encouraging students to make presentations whenever possible. A very carefully structured training could be organized where students get opportunities for interaction with the professionals at all levels.

Field work plays very significant role in inculcating the professional values and thereby developing professional attitude and shaping behaviour of the students. The findings of the present study indicate utility of core social work values viz. integrity and competence to a great extent in industrial set up. But utility of very important social work value viz., social justice and service is doubtful in present industrial set up. Values generally create conflict and very conscious efforts are required to handle these conflicts so that there is clarity about what is to be done in a given situation as your conviction in professional values will shape your actions. Supervision during field work has lot of scope for value clarification.

SUGGESTIONS:

Part I - For Social Work Professionals:

- There should be more interaction between industry and educational institutes imparting social work education which could be mutually benefiting.
- Professional social workers should give feedback regarding relevance and utility of their education not only in the industrial field but also in other fields of social work where they are practicing social work.
- The gaps observed in practice should be discussed by the practitioners and appropriate measures should be taken to bridge these gaps.

Part II - For Social Work Education:

- In the schools of work where Generic Social Work training is imparted background courses, method courses and field courses could be reinforced further by introducing additional background and method courses.
- Courses like Industrial Sociology, Managerial Economics, Organizational Behaviour and Foundations of Human Resources could be introduced as additional background courses.

O.D. Interventions and Human Resource Information System could be introduced as additional method courses.

Field courses could be revised and updated from time to time. Course on Communication could be introduced as an additional course.

- In field work, along with skill development more attention could be given to value clarification thereby laying strong foundation for social work practice.
- Research projects work should be made faster. The whole research process could be completed within one term/semester, instead of spreading it over to 2 to 3 terms/semester.
- Students should be encouraged to take up need based research projects to understand the field requirements.
- The present study is conducted in Gujarat, more such studies in other parts of the country could be conducted and results can be compared.

- Comparative studies of schools offering specialized courses in I.R. & P.M. or H.R. and Generic courses could give more insight into the gaps existing in practice and education.
- National level survey of social work graduates working in Industrial field could be conducted to know about status of social work professionals in Industrial field.
- Social work educators should intensify their interaction with H.R. Heads and Policy makers from top industries to understand their requirements in H.R. and their expectations from the social work professionals.
- Researcher very strongly feels that it is high time to consolidate efforts made by social work schools to strengthen social work practice in Industry and therefore suggests that all the schools should work out together uniform pattern of education and training for the professionals aspiring to take up career in industry in fields of Welfare, Industrial Relations, Personnel Management, Human Resources Development or Human Resource Management.

Model of Social Work Education and Practice in industry

