

CHAPTER - III

RESEARCH METHODOLOGY

Recent changes in the global business environment have radically increased the demands which businesses have to fulfill to stay in the competitive race. The quest for achieving excellence through people in the future continues... after all it is the individuals who make or mar an organization. The destiny of an organization is decided by the direction in which it goes and the purpose of its deeds. And individuals are behind these purposes and actions. It is the quality of the individuals (employees) which is a matter of concern for organizations. Organizations look for committed, effective, efficient and value oriented people. It is these people who can deliver the results and create profits for the organization.

If employees give in their 100%, they demand the same from employers. Any organization to meet the challenges of the 21st century has to meet both the organizational goals as well as individual goals. Hence the contribution of individuals, groups and teams towards the organization in terms of effectiveness is important which can only be brought about by satisfied and committed employees.

Along with achieving organizational and individual goals, it is equally important that organizations are able to not only accept and adapt to changing environment, but at the same time forecast the changes. They have to think about the customers and their demands, for organization exist primarily because of customers, so to meet the customer needs is an equally important issue for organization.

There is much that can be done to help employees and management create environments that are not only free of disruptive, hostile, depressing influences, stress and dissatisfaction; but where employees feel valued, respected and empowered to be more creative and productive. Also there

exists a strong sense of purpose, efficiency, creativity, mastery and pride that characterize the atmosphere.

Organizations should recognize corporate initiatives that positively influence employee health and well-being. Such an organization would lead to Job Satisfaction of employees and achieve Organizational Effectiveness as well as employee effectiveness.

The present study will help the researcher to gain insight into areas of Organizational Health, Job Satisfaction and Organizational Effectiveness.

SIGNIFICANCE OF THE STUDY IN SOCIAL WORK PROFESSION

Practice of Social Work in industry is an age-old phenomenon. Social Workers working in industries have been part and parcel of the growth and development of the industrial sector. Social Workers in industries have been performing various roles; such as creating a healthy working environment, such as designing and implementing training programme, building effective teamwork, developing corporate policy, working on company – community partnership; apart from fulfilling the traditional role of a Welfare Officer.

All the problems pertaining to employees, the overall health of the organization, their Job Satisfaction, Organizational Effectiveness and Organizational Commitment are undertaken by the Social Work profession. Social Work as a professional discipline has evolved five methods of working with people namely: Social Case-work, Social Group work, Community Organization, Social work research and Social work administration. These methods can be used to work with employees at an individual, group and at a community level.

Organizations are primarily made of human beings who have their own needs and problems which have no clear cut defined solutions. The basic innate

philosophy of Social Work is that individuals are unique and that dignity of every individual has to be respected. This is the human side of employees. Hence, there is lot of scope for Social Workers in Industry handling Employee Relations, Personnel and Human Resource Management functions.

SCOPE OF THE STUDY

Organizations are social systems which have twin objectives: to achieve organizational objectives and individual goals. Management plays a significant role in fulfilling these two objectives. It is a well known fact that people are not merely a resource for an organization, but also a crucial reason the organization exists in the first place. It is a basic requirement of 'Organizational Health' that organizations satisfy the needs of its employees. This is not the least in conflict with being profitable.

A healthy organization is a context in which people invest themselves and blossom. Thus the role of 'Organizational Health' and that of the HR department to achieve the same is becoming increasingly important to organization's these days. This requires motivation and commitment, good decision making ability, effective and efficient interpersonal relationship, sense of responsibility, along with general management skills.

The present academic inquiry on 'A study of Organizational Health with reference to Job Satisfaction and Organizational Effectiveness', explores variables like age, education, experience, income and their relationship with Organizational Health, Job Satisfaction and Organizational Effectiveness. The present study will be helpful in understanding association of Organizational Health and Job Satisfaction and Organizational Health and Organizational Effectiveness.

OBJECTIVES OF THE PRESENT STUDY

1. To study the state of health of the organization as perceived by employees with reference to 21 Organizational Diseases.
2. To study the Job Satisfaction level of employees.
3. To measure Organizational Effectiveness.
4. To study the commitment level of employees.
5. To study association between Organizational Health and Job Satisfaction.
6. To study association between Organizational Health and Organizational Effectiveness parameters.
7. To study association between Organizational Health and Organizational Commitment

HYPOTHESIS OF THE PRESENT STUDY

- ❖ Organizational Health and Job Satisfaction will have strong association.
- ❖ Organizational Health and Organizational Effectiveness of the employee will be positively correlated.
- ❖ Organizational Health and Organizational Commitment will be positively correlated.
- ❖ Level and extent of Organizational Diseases will vary in the three types of organizations i.e Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

STUDY DESIGN

The study design is descriptive correlational; since it aims to find out the type and level of organizational diseases prevailing in the three sectors i.e. Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries of Gujarat. It also aims at finding out whether there is any correlation of Organizational Health with other variables i.e. Job Satisfaction,

Organizational Effectiveness and Organizational Commitment. It tries to measure to what extent the Organizational Health and other variables co-vary.

OPERATIONAL DEFINITIONS OF THE CONCEPT USED IN THE STUDY

Organizational Health

In the present study, Organizational Health refers to that organization which satisfies the needs of its employees, economic requirements of its organization, its customers, grows and develops over time and lives in harmony with its environment.

Organizational Effectiveness

Organizational Effectiveness in this study refers to the eight identified dimensions; i.e. consensus, legitimization, need for independence, self-control, job involvement, innovation, organizational commitment, organizational attachment and job satisfaction.

Job Satisfaction

Job Satisfaction is set of favourable or unfavourable feelings and emotions with which employees view their work. Job satisfaction is an effective attitude – a feeling or relative likes or dislikes. The present study focuses on the nine areas of Job Satisfaction.

Organizational Commitment

It is an attitude reflecting employee's loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being.

UNIVERSE

The universe of the study comprised of employees from Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries of Gujarat State.

CRITERIA FOR SAMPLING

For the purpose of selecting organizations for the study, following criteria were used.-

- ❖ Nature of organization i.e. Engineering, Chemical / Pharmaceutical or Others (Textile, Glass, Seat, etc.) industries.
- ❖ Organizations situated in different geographical locations of Gujarat.
- ❖ Organizations having 500 or more employees.
- ❖ All those organizations willing to respond.

SAMPLING METHOD

Simple Random Sampling Method is used for data collection.

SAMPLE SIZE

Sample consists of 248 middle level management employees; of which 78 belong to Engineering industries; 113 belong to Chemical / Pharmaceutical industries and 57 belong to Other (Textile, Glass, Seat, etc.) industries.

RESEARCH SETTING

Researcher has identified Chemicals, Engineering and Other Private and Public Limited companies of Gujarat State which have more than 500 employees as work force.

The industries which are selected for study purpose are as follows:

ENGINEERING ORGANIZATIONS

Sr.No.	Name of the Organization	No. of Respondents
1	Adani Exports (India) Limited, Ahmedabad.	14
2	Banco Products (India) Limited, Vadodara.	02
3	FAG Bearings India Limited, Vadodara.	21
4	Indian Dairy Machinery Company Limited, Anand.	08
5	Jayshree Insulator Limited, Halol, Panchmahal.	05
6	Lakhanpal Batteries Limited, Vadodara.	07
7	Munjal Auto Industries Limited, Vadodara.	08
8	Safari Industries (India) Limited, Halol.	03
9	Shaily Engineering Plastics Limited, Vadodara.	05
10	Steelco Gujarat Limited, Palej.	05
	Total	78

CHEMICAL ORGANIZATIONS

Sr.No.	Name of the Organization	No. of Respondents
1	Alembic Limited, Vadodara.	15
2	Atul Limited, Valsad	13
3	Birla Cellulosic, Kosamba	10
4	Deepak Nitrate, Nandesari, Vadodara	15
5	Excel Crop Care Limited, Bhavnagar.	05
6	Gujarat Alkalies Chemicals Limited, Vadodara.	21
7	Sarabhai Chemicals, Vadodara	07
8	Tata Chemicals Mithapur, Jamnagar	15
9	Torrent Pharmaceuticals Limited, Ahmedabad.	07
10	Transpek-Silox, Kalali.	05
	Total	113

OTHER ORGANIZATIONS

Sr.No	Name of the Organization	No of Respondents
1	Alembic Glass Industries Limited, Vadodara.	06
2	Bell Ceramics Limited, Palej	03
3	Gujarat Glass Private Limited (Kosamba and Jambusar)	11
4	Philips India Limited, Padra.	07
5	The Arvind Mills, Naroda	10
6	VFC Industries Private Limited, Halol.	10
7	Vijayjyot Seats Private Limited, Halol.	10
	Total	57

TOOLS FOR DATA COLLECTION

1. ORGANIZATIONAL HEALTH ASSESSMENT TOOL:

Nandkarni, Lovely and others have researched on Organizational Health areas and explored 21 Organizational Diseases in the different organizations and they also probed the science and symptoms of diseases and its causative factors. Based on this, the researcher has made best efforts in consultation with the experts to describe the symptoms of Organizational Diseases in terms of statements.

The Organizational Health tool was pre-tested with 25 respondents and necessary modifications were made.

An organization is referred to as a healthy organization when it has absence of 21 organizational diseases; which are as follows:

1) Alienation.

Employees' are treated as a means to organizations' end.

2) Customer Exploitation:

It is the customers' responsibility to fight for the value they need.

3) Servility:

Never confront a customer; never turn down any business, no matter what it takes.

4) Pampering:

Confronting our people is not right, even if problems remain.

5) Negligence of financial matters:

Little attention is paid to financial matters, leading to chronic problems.

6) Money-Mania:

Focuses on the financial aspects of decision making at the expense of customer and / or employee needs.

7) Organizational Paranoia:

Lack of trust and fear characterize the organization.

8) Workaholism:

People work much beyond normal working hours.

9) Insensitivity to Problems:

Problems occur, reoccur and stay for a long period or time, without appropriate action initiated at any level of the organization.

10) Bureaucracy:

If fast actions are needed, one should ask for favours.

11) Decision Paralysis:

It takes too long to make decisions and by the time the decision is made, reality may well have shifted again.

12) Sub-Optimizing:

There is a feeling that every department has to serve our department, as our department is the centre of our organization.

13) Self-Centered Leadership.

Pursue your private agenda using the means of the organization.

14) Short Sightedness:

The going is more important than the direction.

15) Long Sightedness:

It focuses on the future, ignoring everyday operations-related issues.

16) Risk Avoidance:

Fear of failure, avoiding taking new challenges and experimenting with new things.

17) Insufficient Value for Customers:

An organization suffering from this disease has very few customers.

18) Stagnation:

Organizations lack ambition for growth and development.

19) Tunnel Vision:

Focus on existing competencies only.

20) Aggressive Approach to Environment:

Members of the organization perceive the environment as violent; their first reaction is aggressive and defensive

21) Insufficient Interaction with the Environment:

Procedures that can ensure that the organization keeps a healthy, living, active and adequate relationship with its environment do not function.

2. ORGANIZATIONAL EFFECTIVENESS.

The reliability of the tool has been worked out by Dr. C.N. Daftuar and has following eight dimensions:

(1) Consensus

Consensus is the uniformity in perception and attitudes of employees regarding standard settings, scheduling and organizational objectives.

(2) Legitimatization

Legitimization measures the acceptance by the subordinates of the superiors' right to exercise control.

(3) Self control

Self-control refers to members' felt responsibility toward the job without managerial control.

(4) Need for Independence

Quality of a person which makes him to think independently about his job problems and to act (and work) according to his own judgment and evaluations without much of superiors' instructions.

(5) Job Involvement

Job involvement is the degree to which a person's goal is identified psychologically with his work, or the importance of work in his total self-image.

(6) Innovation

Innovation relates to how often the person comes up with new creative, ideas to deal with the job, without anyone's help

(7) Organizational Attachment

Organizational attachment is defined as feeling of oneness and a commitment to stay with the organization even in adverse circumstances.

(8) Organizational Commitment

Organizational Commitment measures how much the respondent cares for the prosperity of the organization and how much he is willing to work for this holds.

3. JOB SATISFACTION:

The reliability of the tool has been worked out by Dr. C.N. Daftuar and the following areas of Job Satisfaction are included:

1. Creativity
2. Opportunity for growth and development
3. Decision making power
4. Job security
5. Remuneration
6. Working conditions
7. Interpersonal relations
8. Recognition to work
- 9 Discrimination power

4. ORGANIZATIONAL COMMITMENT:

The tool prepared by Mowday was used for the study.

TREATMENT OF DATA

The data collected have been analyzed using -

- Simple percentage analysis
- Chi-square
- T-test

The analyzed data are presented in the form of tables and graphs.

REFERENCE PERIOD

The duration of data collection was from 1st July to 31st October 2004.

PRESENTATION OF STUDY

Chapter I – Introduction

Chapter II – Review of Literature

Chapter III – Research Methodology

Chapter IV – Research Setting

Chapter V – Data Analysis and Interpretation

Chapter VI – Findings and Conclusions

Chapter VII – Suggestions and Action Plan