CHAPTER – VI

FINDINGS AND CONCLUSIONS

In the previous chapter, the researcher has presented Data Analysis and Interpretation. Here, the researcher would like to give findings and conclusions.

Findings are presented in the following way:

Section I: Background Information of respondents

Section II: Organizational Health and Organizational Effectiveness Parameters

Section III: Organizational Health Parameters and Background Information of Respondents

Section IV: Organizational Health Parameters with Job Satisfaction, Organizational Effectiveness and Organizational Commitment
Part A : Engineering Industries
Part B: Chemical / Pharmaceutical Industries
Part C: Other (Textile, Glass, Seats, etc.) Industries

Section V: T-Test with respect to the Six Organizational Health criteria

SECTION I

BACKGROUND INFORMATION OF RESPONDENTS

1. **Age of the respondents**:

- **43.60%** respondents of Engineering sector fall in the age group of 31 to 40 years.
- **37.17%** respondents of Chemical / Pharmaceutical sector are in the age group of 31 to 40 years.
- **38.60%** respondents of Other (Textile, Glass, Seat, etc.) industries fall in the age group of 31 to 40 years.

2. **Sex of the respondents**:

- **96.15%**, **96.46%** and **98.25%** respondents are males from Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries respectively.

3. **Educational Background of the respondents**.

- **51.28%** respondents of Engineering sector are post graduates.
- **69.03%** respondents of Chemical / Pharmaceutical industries are graduates.
- **68.42%** respondents of Other (Textile, Glass, Seat, etc.) industries are graduates.

4. **Designation of the respondents**:

- **35.90%**, **45.13%** and **54.39%** respondents are managers from Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries respectively.

5. **Experience of the respondents**:

- **37.18%** respondents of Engineering sector have experience between 6 and 15 years.
- **37.17%** respondents from Chemical / Pharmaceutical industries have experience between 6 and 15 years.
- **36.84%** each respondents from Other (Textile, Glass, Seat, etc.) industries have experience between 6 and 15 years and 16 and 25 years respectively.

6. **Income of the respondents**:

- **47.44%** respondents from Rs.1,00,001 to 3,00,000 annual income group belong to Engineering sector.
- **59.29%** respondents from Chemical / Pharmaceutical sector have income between Rs.1,00,001 and 3,00,000 per annum.
- **63.16%** respondents from Rs.1,00,001 to 3,00,000 annual income group belong to Other (Textile, Glass, Seat, etc.) industries.

SECTION II

ORGANIZATIONAL HEALTH AND ORGANIZATIONAL EFFECTIVENESS PARAMETERS

1. **Organizational Health parameters**:

- **77.82%** respondents each have perceived at 'high' level on 'Bureaucracy' and 'Short Sightedness'.
- **47.18%** respondents have perceived at 'low' level on 'Insufficient Interaction with Environment'.
- Engineering industries: **79.49%** respondents perceived at 'high' level on 'Negligence of Financial Matters' and **43.59%** perceived 'Decision Paralysis' at 'low' level.
- Chemical / Pharmaceutical industries: **94.69%** respondents perceived at 'high' level on 'Money Mania' and **46.02%** perceived 'Alienation' at 'low' level.
- Other (Textile, Glass, Seat, etc.) industries. **68.42%** respondents experienced 'Negligence of Financial Matters' at 'high' level and **66.67%** perceived 'Insufficient Interaction with Environment' at 'low' level.

2. **Organizational Effectiveness parameters**:

- **87.10%** respondents perceived 'Innovation' at 'high' level.
- **45.56%** respondents experienced Organizational Commitment at 'low' level.
- Engineering industries: **89.74%** respondents perceived 'Innovation' at 'high' level and **28.21%** perceived 'Need for Independence' at 'low' level.

- Chemical / Pharmaceutical industries: **86.73%** respondents perceived at 'high' level on 'Innovation' and **78.76%** perceived Organizational Commitment at 'low' level.
- Other (Textile, Glass, Seat, etc.) industries: **87.72%** respondents experienced 'Job Involvement' at 'high' level and **33.33%** perceived 'Need for Independence' at 'low' level.

SECTION III

ORGANIZATIONAL HEALTH PARAMETERS AND BACKGROUND INFORMATION OF RESPONDENTS

PART A: ORGANIZATIONAL HEALTH PARAMETERS AND AGE OF RESPONDENTS

1. **Alienation:**

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **42.86%** perceived 'Alienation' as Organizational Disease at 'low' level and **40.24%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **51.85%** experienced 'Alienation' at 'low' level and **50%** from Chemical / Pharmaceutical perceived it at 'high' level.

2. **Pampering**:

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Engineering sector i.e. **45.71%** perceived 'Pampering' at 'low' level; whereas **46.60%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Engineering sector i.e. **37.04%** experienced 'Pampering' at 'low' level; whereas **57.83%** from Chemical / Pharmaceutical industries experienced it at 'high' level

3. **Organizational Paranoia**.

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Engineering sector i.e. **38.89%** perceived 'Organizational Paranoia' as Organizational Disease at 'low' level; whereas **46.08%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e **46.88%** experienced 'Organizational Paranoia' at 'low' level and **52.56%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

4. **Workaholism**

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Engineering sector i.e. **47.06%** perceived 'Workaholism' at 'low' level and **48.08%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **37.04%** experienced 'Workaholism' at 'low' level; whereas **57.83%** from Chemical / Pharmaceutical industries experienced it at 'high' level

5. **Insufficient Value for Customers**:

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **57.78%** perceived 'Insufficient Value for Customers' at 'low' level; whereas **40.86%** from Engineering industries experienced it at 'high' level.

- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **46.30%** experienced 'Insufficient Value for Customers' at 'low' level and **55.36%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

6. **Customer Exploitation:**

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **40%** perceived 'Customer Exploitation' at 'low' level and **47.22%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Engineering sector i.e. **35.48%** experienced 'Customer Exploitation' at 'low' level; whereas **52.17%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

7 **Servility:**

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **39.40%** perceived 'Servility' at 'low' level, whereas **46.67%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **44.12%** experienced 'Servility' at 'low' level and **64.48%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

8. **Bureaucracy:**

- *In the group of below 42 years of age*. Relatively higher percentage of respondents each from Other (Textile, Glass, Seat, etc.) sector and Engineering sector i.e. **42.86%** perceived 'Bureaucracy' at 'low' level; whereas **48.18%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **44.44%** experienced 'Bureaucracy' at 'low' level and **62.65%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

9. **Decision Paralysis:**

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Engineering sector i.e. **40.43%** perceived 'Decision Paralysis' at 'low' level; whereas **50.55%** from Chemical / Pharmaceutical industries experienced it at 'high' level
- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Engineering sector i.e. **36.58%** experienced 'Decision Paralysis' at 'low' level and **62.32%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

10. **Sub-Optimizing:**

a. *In the group of below 42 years of age*: Relatively higher percentage of respondents from Engineering sector i.e. **40.54%** perceived 'Sub-Optimizing' at 'low' level and **47.52%** from Chemical / Pharmaceutical industries experienced it at 'high' level

b. *In the group of above 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical i.e. **41.18%** experienced 'Sub-Optimizing' at 'low' level and **55.26%** from Chemical / Pharmaceutical sector experienced it at 'high' level.

11. **Self Centered Leadership:**

- *In the group of below 42 years of age*: Relatively higher percentage of respondents each from Engineering sector and Other (Textile, Glass, Seat, etc.) industries i.e. **40%** perceived 'Self Centered Leadership' at 'low' level and **48.54%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents each from Engineering industries and Chemical /

Pharmaceutical industries i.e **35.29%** experienced 'Self Centered Leadership' at 'low' level and **57.90%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

12. <u>Short Sightedness:</u>

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **46.42%** perceived 'Short Sightedness' at 'low' level; whereas **48.18%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age*: Equal percentage of respondents each from Engineering industries, Chemical / Pharmaceutical sector and Other (Textile, Glass, Seat, etc.) industries i.e. **33.33%** experienced 'Short Sightedness' at 'low' level and relatively higher percentage of respondents i.e. **56.63%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

13. <u>Long Sightedness:</u>

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **47.06%** perceived 'Long Sightedness' at 'low' level; whereas **49.04%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents each from Engineering and Other (Textile, Glass, Seat, etc.) industries i.e. **42.86%** experienced 'Long Sightedness' at 'low' level and **63.41%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

14. <u>Risk Avoidance:</u>

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **42.86%** perceived 'Risk Avoidance' at 'low' level; whereas **47.27%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **41.02%** experienced 'Risk Avoidance' at 'low' level; whereas **61.97%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

15. <u>Negligence of Financial Matters:</u>

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **48.28%** perceived 'Negligence of Financial Matters' at 'low' level and **39.45%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **45.71%** experienced 'Negligence of Financial Matters' at 'low' level and **53.33%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

16. <u>Money Mania:</u>

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **62.96%** perceived 'Money Mania' at 'low' level; whereas **49.55%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **48.39%** experienced 'Money Mania' at 'low' level; whereas **65.82%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

17. <u>Insensitivity to Problems:</u>

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **42.55%** perceived 'Insensitivity to Problems' at 'low' level and **40.66%** from Chemical / Pharmaceutical experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **45%**

experienced 'Insensitivity to Problems' at 'low' level and **54.29%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

18. Stagnation:

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **44.90%** perceived 'Stagnation' at 'low' level and **39.33%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age* Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **53.19%** experienced 'Stagnation' at 'low' level and **49.21%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

19. Tunnel Vision:

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **52.94%** perceived 'Tunnel Vision' at 'low' level; whereas **47.12%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **35.29%** experienced 'Tunnel Vision' at 'low' level; whereas **59.21%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

20. Aggressive Approach to Environment:

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **40%** perceived 'Aggressive Approach to Environment' at 'low' level and **42.05%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **43.90%** experienced 'Aggressive Approach to Environment' at 'low' level and

55.07%- from Chemical / Pharmaceutical sector experienced it at 'high' level.

21. **Insufficient Interaction with Environment**:

- *In the group of below 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **36.92%** perceived 'Insufficient Interaction with Environment' at 'low' level and **45.21%** from Chemical / Pharmaceutical experienced it at 'high' level.
- *In the group of above 42 years of age*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **48.08%** experienced 'Insufficient Interaction with Environment' at 'low' level and **53.45%**- from Chemical / Pharmaceutical sector experienced it at 'high' level

PART B: ORGANIZATIONAL HEALTH PARAMETERS AND EDUCATIONAL BACKGROUND OF RESPONDENTS

1 **Alienation:**

- *In the group of graduates*. Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **54.41%** perceived 'Alienation' as Organizational Disease at 'low' level and **47.13%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering sector i.e. **45.24%** experienced 'Alienation' at 'low' level and **41.18%** from Engineering sector perceived it at 'high' level.

2. **Pampering**:

- *In the group of graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **38.89%** perceived

'Pampering' at 'low' level; whereas **53.78%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering sector i.e. **61.54%** experienced 'Pampering' at 'low' level; whereas **47.76%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

3. **Organizational Paranoia**:

- *In the group of graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **42.11%** perceived 'Organizational Paranoia' as Organizational Disease at 'low' level; whereas **52.99%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering sector i.e. **40%** experienced 'Organizational Paranoia' at 'low' level and **44.44%** from Engineering industries experienced it at 'high' level.

4. **Workaholism**

- *In the group of graduates*: Relatively higher percentage of respondents each from Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries i.e. **36.36%** perceived 'Workaholism' at 'low' level and **54.10%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering industries i.e. **57.14%** experienced 'Workaholism' at 'low' level; whereas **49.23%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

5. **Insufficient Value for Customers**:

- *In the group of graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **58.73%** perceived 'Insufficient

Value for Customers' at 'low' level; whereas **44.57%** from Chemical / Pharmaceutical sector experienced it at 'high' level.

- *In the group of post graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **38.89%** experienced 'Insufficient Value for Customers' at 'low' level and **47.37%** from Engineering industries experienced it at 'high' level.

6. **Customer Exploitation:**

- *In the group of graduates*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **38.89%** perceived 'Customer Exploitation' at 'low' level; whereas **39.33%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **47.62%** experienced 'Customer Exploitation' at 'low' level; whereas **55.56%** from Engineering industries experienced it at 'high' level.

7. **Servility:**

- *In the group of graduates*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **44.74%** perceived 'Servility' at 'low' level; whereas **58.12%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering industries i.e. **44.83%** experienced 'Servility' at 'low' level and **46.88%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

8. **Bureaucracy:**

- *In the group of graduates*. Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **45.16%** perceived 'Bureaucracy' at 'low' level; whereas **57.26%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering industries i.e. **54.17%** experienced 'Bureaucracy' at 'low' level and **49.28%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

9. Decision Paralysis:

- *In the group of graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **37.04%** perceived 'Decision Paralysis' at 'low' level; whereas **57.43%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering sector i.e. **50%** experienced 'Decision Paralysis' at 'low' level and **52.54%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

10. Sub-Optimizing:

c. *In the group of graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **42.86%** perceived 'Sub-Optimizing' at 'low' level and **53.77%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

d. *In the group of post graduates*: Relatively higher percentage of respondents from Engineering industries i.e. **54.55%** experienced 'Sub-Optimizing' at 'low' level and **46.48%** from Chemical / Pharmaceutical sector experienced it at 'high' level.

11. Self Centered Leadership:

- *In the group of graduates*: Relatively higher percentage of respondents each from Chemical / Pharmaceutical sector and Other (Textile, Glass, Seat, etc.) industries i.e. **35.71%** perceived 'Self Centered Leadership' at 'low' level and **55.75%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering industries i.e. **51.85%** experienced 'Self

Centered Leadership' at 'low' level and **46.97%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

12. <u>Short Sightedness:</u>

- *In the group of graduates*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **44.44%** perceived 'Short Sightedness' at 'low' level; whereas **56.30%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering industries i.e. **57.89%** experienced 'Short Sightedness' at 'low' level and **44.59%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

13. <u>Long Sightedness:</u>

- *In the group of graduates*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **53.13%** perceived 'Long Sightedness' at 'low' level; whereas **59.35%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents each from Engineering and Other (Textile, Glass, Seat, etc.) industries i.e. **46.67%** experienced 'Long Sightedness' at 'low' level and **47.62%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

14. <u>Risk Avoidance:</u>

- *In the group of graduates*. Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **44.74%** perceived 'Risk Avoidance' at 'low' level; whereas **57.26%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering industries i.e. **41.38%** experienced 'Risk

Avoidance' at 'low' level; whereas **45.31%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

15. Negligence of Financial Matters:

- *In the group of graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **52.63%** perceived 'Negligence of Financial Matters' at 'low' level and **49.57%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **38.46%** experienced 'Negligence of Financial Matters' at 'low' level and **46.27%** from Engineering industries experienced it at 'high' level.

16. Money Mania:

- *In the group of graduates*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **60.61%** perceived 'Money Mania' at 'low' level; whereas **59.84%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents each from Engineering and Other (Textile, Glass, Seat, etc.) industries i.e. **48%** experienced 'Money Mania' at 'low' level; whereas **50%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

17. Insensitivity to Problems:

- *In the group of graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i e. **52.72%** perceived 'Insensitivity to Problems' at 'low' level and **49%** from Chemical / Pharmaceutical experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **45%** experienced 'Insensitivity to Problems' at 'low' level and **54.29%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

18. **Stagnation:**

- *In the group of graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **55.56%** perceived 'Stagnation' at 'low' level and **46.74%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering sector i.e **42.42%** experienced 'Stagnation' at 'low' level and **43.33%** from Engineering industries experienced it at 'high' level.

19. **Tunnel Vision**:

- *In the group of graduates*. Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **50%** perceived 'Tunnel Vision' at 'low' level; whereas **56.41%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering industries i.e. **40%** experienced 'Tunnel Vision' at 'low' level; whereas **44.44%** respondents each from Engineering and Chemical / Pharmaceutical industries experienced it at 'high' level.

20. **Aggressive Approach to Environment**:

- *In the group of graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **45.45%** perceived 'Aggressive Approach to Environment' at 'low' level and **53%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Engineering industries i.e. **47.22%** experienced 'Aggressive Approach to Environment' at 'low' level and **40.35%** from Engineering sector experienced it at 'high' level.

21. **Insufficient Interaction with Environment**:

- *In the group of graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **43.24%** perceived 'Insufficient Interaction with Environment' at 'low' level and **56.79%** from Chemical / Pharmaceutical experienced it at 'high' level.
- *In the group of post graduates*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **39.54%** experienced 'Insufficient Interaction with Environment' at 'low' level and **50%** from Engineering sector experienced it at 'high' level.

PART C: ORGANIZATIONAL HEALTH PARAMETERS AND DESIGNATION OF RESPONDENTS

1. **Alienation:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **57.50%** perceived 'Alienation' at 'low' level and **50.88%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **41.43%** experienced 'Alienation' at 'low' level and **39.50%** from Chemical / Pharmaceutical industries perceived it at 'high' level.

2. **Pampering**:

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Engineering sector i.e. **41.67%** perceived 'Pampering' at 'low' level and **58.90%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Engineering sector i.e. **42.11%** experienced 'Pampering'

at 'low' level and **46.90%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

3. **Organizational Paranoia**:

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Engineering sector i.e. **44%** perceived 'Organizational Paranoia' at 'low' level and **63.41%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents i.e. **34.88%** each from Chemical / Pharmaceutical and Other (Textile, Glass, Seats, etc.) industries experienced 'Organizational Paranoia' at 'low' level and **36.73%** from Chemical / Pharmaceutical sector experienced it at 'high' level.

4. **Workaholism**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **45%** perceived 'Workaholism' at 'low' level and **55.84%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Engineering industries i.e. **46.34%** experienced 'Workaholism' at 'low' level and **50%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

5. **Insufficient Value for Customers**:

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **61.11%** perceived 'Insufficient Value for Customers' at 'low' level and **49.18%** from Chemical / Pharmaceutical sector experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **46.03%**

experienced 'Insufficient Value for Customers' at 'low' level and **37.50%** from Engineering industries experienced it at 'high' level.

6. **Customer Exploitation:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **55.17%** perceived 'Customer Exploitation' at 'low' level and **52.94%** from Chemical / Pharmaceutical sector experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **49.21%** experienced 'Customer Exploitation' at 'low' level and **38.64%** from Engineering industries experienced it at 'high' level.

7. **Servility:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Engineering sector i.e. **42.86%** perceived 'Servility' at 'low' level and **59.21%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **50%** experienced 'Servility' at 'low' level and **50.48%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

8. **Bureaucracy:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Engineering sector i.e. **50%** perceived 'Bureaucracy' at 'low' level and **57.83%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **51.22%** experienced 'Bureaucracy' at 'low' level and **51.82%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

9 **Decision Paralysis:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Engineering sector i.e. **48.28%** perceived 'Decision Paralysis' at 'low' level and **64.71%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e **38.98%** experienced 'Decision Paralysis' at 'low' level and **48.91%** from Chemical / Pharmaceutical industries experienced it at 'high' level

10. **Sub-Optimizing:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Engineering sector i.e. **50%** perceived 'Sub-Optimizing' at 'low' level and **57.33%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **42.86%** experienced 'Sub-Optimizing' at 'low' level and **46.08%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

11. **Self Centered Leadership:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Engineering sector i.e. **41.38%** perceived 'Self Centered Leadership' at 'low' level and **61.76%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **42.50%** experienced 'Self Centered Leadership' at 'low' level and **46.85%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

12. **Short Sightedness:**

- *In the group of Officers and Assistant Managers*: Equal percentage of respondents i.e. **33.33%** each from Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Seats, etc.) sector perceived 'Short Sightedness' at 'low' level and **58.23%** respondents from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **43.24%** experienced 'Short Sightedness' at 'low' level and **47.37%** from Chemical / Pharmaceutical industries experienced it at 'high' level

13. **Long Sightedness:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Engineering sector i.e. **45.83%** perceived 'Long Sightedness' at 'low' level and **61.64%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above:* Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **57.89%** experienced 'Long Sightedness' at 'low' level and **51.33%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

14. **Risk Avoidance:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Engineering sector i.e **47.37%** perceived 'Risk Avoidance' at 'low' level and **57.69%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **52.08%** experienced 'Risk Avoidance' at 'low' level and **49.51%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

15. **Negligence of Financial Matters:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i e **51.85%** perceived 'Negligence of Financial Matters' at 'low' level and **54.29%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **43.24%** experienced 'Negligence of Financial Matters' at 'low' level and **39.47%** from Chemical / Pharmaceutical industries experienced it at 'high' level

16. **Money Mania:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Engineering sector i e **56.25%** perceived 'Money Mania' at 'low' level and **62.96%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **61.90%** experienced 'Money Mania' at 'low' level and **51.38%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

17. **Insensitivity to Problems:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **65.63%** perceived 'Insensitivity to Problems' at 'low' level and **47.69%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **40%** experienced 'Insensitivity to Problems' at 'low' level and **45.83%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

18. **Stagnation:**

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **60%** perceived 'Stagnation' at 'low' level and **49.12%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **41.07%** experienced 'Stagnation' at 'low' level and **40%** of Chemical / Pharmaceutical sector experienced it at 'high' level.

19. **Tunnel Vision**:

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **42.86%** perceived 'Tunnel Vision' at 'low' level and **56.58%** from Chemical / Pharmaceutical sector experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **53.19%** experienced 'Tunnel Vision' at 'low' level and **49.04%** from Chemical / Pharmaceutical industries experienced it at 'high' level

20. **Aggressive Approach to Environment**:

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **44.83%** perceived 'Aggressive Approach to Environment' at 'low' level and **57.35%** from Chemical / Pharmaceutical sector experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **40.32%** experienced 'Aggressive Approach to Environment' at 'low' level and **40.45%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

21. **Insufficient Interaction with Environment**:

- *In the group of Officers and Assistant Managers*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **44.44%** perceived 'Insufficient Interaction with Environment' at 'low' level and **59.02%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of Managers and above*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **40.74%** experienced 'Insufficient Interaction with Environment' at 'low' level and **41.43%** from Engineering industries experienced it at 'high' level.

PART D: ORGANIZATIONAL HEALTH PARAMETERS AND EXPERIENCE OF RESPONDENTS

1. **Alienation:**

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **47.27%** perceived 'Alienation' at 'low' level and **40.51%** from Chemical / Pharmaceuticals experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **47.27%** experienced 'Alienation' at 'low' level and **49.15%** from Chemical / Pharmaceutical industries perceived it at 'high' level.

2. **Pampering**:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Engineering industries i.e. **41.18%** perceived 'Pampering' at 'low' level and **49%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Engineering sector i.e. **42.86%** experienced

'Pampering' at 'low' level and **54.65%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

3. **Organizational Paranoia**:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Engineering industries i.e. **37.84%** perceived 'Organizational Paranoia' at 'low' level and **49.48%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **48.39%** experienced 'Organizational Paranoia' at 'low' level and **48.19%** from Chemical / Pharmaceutical sector experienced it at 'high' level.

4. **Workaholism**

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Engineering industries i.e. **42.42%** perceived 'Workaholism' at 'low' level and **50.50%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Engineering industries i.e. **39.29%** experienced 'Workaholism' at 'low' level and **54.65%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

5. **Insufficient Value for Customers:**

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **56.82%** perceived 'Insufficient Value for Customers' at 'low' level and **40%** from Engineering sector experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **47.27%** experienced 'Insufficient Value for Customers' at 'low' level and

49.15% from Chemical / Pharmaceutical industries experienced it at 'high' level.

6. **Customer Exploitation:**

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **43.75%** perceived 'Customer Exploitation' at 'low' level and **42.39%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **47.62%** experienced 'Customer Exploitation' at 'low' level and **54.88%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

7. **Servility:**

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **41.18%** perceived 'Servility' at 'low' level and **49%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **42.42%** experienced 'Servility' at 'low' level and **60.49%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

8. **Bureaucracy:**

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents i.e. **42.86%** each from Engineering and Other (Textile, Glass, Seats, etc.) sector perceived 'Bureaucracy' at 'low' level and **50.94%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries

i.e. **44.44%** experienced 'Bureaucracy' at 'low' level and **58.62%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

9. Decision Paralysis:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Engineering sector i.e. **41.30%** perceived 'Decision Paralysis' at 'low' level and **53.40%** from Chemical / Pharmaceutical industries experienced it at 'high' level
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Engineering industries i.e. **35.72%** experienced 'Decision Paralysis' at 'low' level and **58.33%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

10. Sub-Optimizing:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents i.e. **38.46%** each from Engineering and Other (Textile, Glass, Seats, etc.) perceived 'Sub-Optimizing' at 'low' level and **51.58%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **43.75%** respondents experienced 'Sub-Optimizing' at 'low' level and **50%** from Chemical / Pharmaceutical sector experienced it at 'high' level.

11. Self Centered Leadership:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **43.24%** perceived 'Self Centered Leadership' at 'low' level and **51.55%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Engineering industries i.e. **40.62%** experienced 'Self Centered Leadership' at 'low' level and **53.66%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

12. Short Sightedness:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc) industries i e. **43.33%** perceived 'Short Sightedness' at 'low' level and **50%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*. Relatively higher percentage of respondents i.e. **36%** reach from Engineering and Other (Textile, Glass, Seats, etc.) industries experienced 'Short Sightedness' at 'low' level and **53.93%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

13. Long Sightedness:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **46.88%** perceived 'Long Sightedness' at 'low' level and **50.98%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents i.e. **43.33%** each from Engineering and Other (Textile, Glass, Seats, etc.) industries experienced 'Long Sightedness' at 'low' level and **60.71%** from Chemical / Pharmaceutical industries experienced it at 'high' level..

14. Risk Avoidance:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **43.33%** perceived 'Risk Avoidance' at 'low' level and **50%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **40.54%** experienced 'Risk Avoidance' at 'low' level and **57.14%** from Chemical / Pharmaceutical industries experienced it at 'high' level

15. Negligence of Financial Matters:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **50%** perceived 'Negligence of Financial Matters' at 'low' level and **41.35%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **44.12%** experienced 'Negligence of Financial Matters' at 'low' level and **50%** from Chemical / Pharmaceutical sector experienced it at 'high' level.

16. Money Mania:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc) industries i.e. **62.07%** perceived 'Money Mania' at 'low' level and **53.33%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **48.28%** experienced 'Money Mania' at 'low' level and **60%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

17. Insensitivity to Problems:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **40.43%** perceived 'Insensitivity to Problems' at 'low' level and **44.83%** from Chemical / Pharmaceutical sector experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **47.50%** experienced 'Insensitivity to Problems' at 'low' level and **48.65%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

18. **Stagnation:**

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **46.81%** perceived 'Stagnation' at 'low' level and **41.38%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **51.02%** experienced 'Stagnation' at 'low' level and **46.15%** from Chemical / Pharmaceutical sector experienced it at 'high' level.

19. **Tunnel Vision**:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **48.58%** perceived 'Tunnel Vision' at 'low' level and **49.49%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e **39.40%** experienced 'Tunnel Vision' at 'low' level and **55.56%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

20. **Aggressive Approach to Environment**:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **39.58%** perceived 'Aggressive Approach to Environment' at 'low' level and **45.35%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **44.19%** experienced 'Aggressive Approach to Environment' at 'low' level and **50.70%** from Chemical / Pharmaceutical sector experienced it at 'high' level.

21. **Insufficient Interaction with Environment**:

- *In the group of less than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **39.68%** perceived 'Insufficient Interaction with Environment' at 'low' level and **46.48%** from Chemical / Pharmaceutical sector experienced it at 'high' level.
- *In the group of more than 17 years of experience*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **44.44%** respondents experienced 'Insufficient Interaction with Environment' at 'low' level and **51.67%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

PART E: ORGANIZATIONAL HEALTH PARAMETERS AND INCOME OF RESPONDENTS

1. **Alienation:**

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **50.88%** perceived 'Alienation' at 'low' level and **44.82%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **43.40%** experienced 'Alienation' at 'low' level and **43.14%** of Chemical / Pharmaceuticals perceived it at 'high' level.

2. **Pampering:**

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Engineering industries i.e. **39.47%** perceived 'Pampering' at 'low' level and **50.94%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Engineering sector i.e. **45.83%** experienced

'Pampering' at 'low' level and **52.50%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

3. <u>Organizational Paranoia</u>:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Engineering sector i.e. **41.03%** perceived 'Organizational Paranoia' at 'low' level and **52.38%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **41.38%** experienced 'Organizational Paranoia' at 'low' level and **44%** of Chemical / Pharmaceutical industries experienced it at 'high' level.

4. <u>Workaholism</u>

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **37.14%** perceived 'Workaholism' at 'low' level and **51.38%** from Chemical / Pharmaceutical sector experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Engineering industries i.e. **57.69%** experienced 'Workaholism' at 'low' level and **53.85%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

5. <u>Insufficient Value for Customers</u>:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **53.70%** perceived 'Insufficient Value for Customers' at 'low' level and **43.33%** from Chemical / Pharmaceutical sector experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **48.89%** experienced 'Insufficient Value for Customers' at 'low' level and **47.46%** from Engineering industries experienced it at 'high' level.

6. Customer Exploitation:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i e. **43.33%** perceived 'Customer Exploitation' at 'low' level and **44.68%** from Chemical / Pharmaceutical sector experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **53.33%** experienced 'Customer Exploitation' at 'low' level and **51.90%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

7. Servility:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) i.e. **48.78%** perceived 'Servility' at 'low' level and **57.28%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Engineering industries i.e. **46.15%** experienced 'Servility' at 'low' level and **50%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

8. Bureaucracy:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) sector i.e. **45.45%** perceived 'Bureaucracy' at 'low' level and **54.95%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Engineering sector i.e. **54.55%** experienced 'Bureaucracy' at 'low' level and **53.66%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

9. Decision Paralysis:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Engineering sector i.e. **41.67%** perceived 'Decision Paralysis' at 'low' level and **61.46%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i e. **37.50%** experienced 'Decision Paralysis' at 'low' level and **46.88%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

10. Sub-Optimizing:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents i.e. **35%** each from Engineering and Chemical / Pharmaceutical sector perceived 'Sub-Optimizing' at 'low' level and **51.92%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents i e. **35.48%** each from Engineering and Other (Textile, Glass, Seats, etc) industries experienced 'Sub-Optimizing' at 'low' level and **49.32%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

11. Self Centered Leadership:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Engineering sector i.e. **36.36%** perceived 'Self Centered Leadership' at 'low' level and **55%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Engineering sector i e **40%** experienced 'Self Centered Leadership' at 'low' level and **49.37%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

12. Short Sightedness:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **40%** perceived 'Short Sightedness' at 'low' level and **54.13%** respondents from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents i e. each **40%** from Engineering and Other (Textile, Glass, Seats, etc) experienced 'Short Sightedness' at 'low' level and **48.81%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

13. Long Sightedness:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **48.78%** perceived 'Long Sightedness' at 'low' level and **58.25%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Engineering industries i.e. **52.38%** experienced 'Long Sightedness' at 'low' level and **51.81%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

14. Risk Avoidance:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **43.58%** perceived 'Risk Avoidance' at 'low' level and **54.29%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents i.e. each **39.29%** from Engineering and Other (Textile, Glass, Seats, etc.) industries experienced 'Risk Avoidance' at 'low' level and **51.32%** from Chemical / Pharmaceutical industries experienced it at 'high' level

15. Negligence of Financial Matters:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i e. **44.74%** perceived 'Negligence of Financial Matters' at 'low' level and **48.11%** Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **50%** experienced 'Negligence of Financial Matters' at 'low' level and **42.31%** from Engineering industries experienced it at 'high' level.

16. Money Mania:

- In the group of less than 3 lakhs annual income: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **56.41%** perceived 'Money Mania' at 'low' level and **60%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **52.63%** experienced 'Money Mania' at 'low' level and **51.76%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

17. Insensitivity to Problems:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **51.85%** perceived 'Insensitivity to Problems' at 'low' level and **44.44%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **39.40%** experienced 'Insensitivity to Problems' at 'low' level and **49.30%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

18. Stagnation:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **48.28%** perceived 'Stagnation' at 'low' level and **46.51%** from Chemical / Pharmaceutical sector experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical industries i.e. **50%** experienced 'Stagnation' at 'low' level and **46.97%** from Engineering sector experienced it at 'high' level.

19. Tunnel Vision:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Other (Textile, Glass, Seat, etc.) industries i.e. **50%** perceived 'Tunnel Vision' at 'low' level and **55.88%** from Chemical / Pharmaceutical industries experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents i.e. each **34.62%** from Engineering and Other (Textile, Glass, Seats, etc.) industries experienced 'Tunnel Vision' at 'low' level and **47.44%** from Chemical / Pharmaceutical industries experienced it at 'high' level.

20. Aggressive Approach to Environment:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Engineering sector i.e. **40.91%** perceived 'Aggressive Approach to Environment' at 'low' level and **54%** from Chemical / Pharmaceutical experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **51.06%** experienced 'Aggressive Approach to Environment' at 'low' level and **47.37%** from Engineering sector experienced it at 'high' level.

21. Insufficient Interaction with Environment:

- *In the group of less than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **39.73%** perceived 'Insufficient Interaction with Environment' at 'low' level and **54.93%** from Chemical / Pharmaceutical sector experienced it at 'high' level.
- *In the group of more than 3 lakhs annual income*: Relatively higher percentage of respondents from Chemical / Pharmaceutical sector i.e. **45.46%** experienced 'Insufficient Interaction with Environment' at 'low' level and **46.67%** from Engineering industries experienced it at 'high' level.

SECTION IV

ORGANIZATIONAL HEALTH PARAMETERS WITH JOB SATISFACTION, ORGANIZATIONAL EFFECTIVENESS AND ORGANIZATIONAL COMMITMENT

PART A: ENGINEERING INDUSTRIES

PART A1: ORGANIZATIONAL HEALTH PARAMETERS AND JOB SATISFACTION

- **45** respondents have perceived 'Alienation' as well Job Satisfaction at 'high' level; whereas **2** respondents have experienced 'Alienation' and Job Satisfaction at 'low' level.
- **50** respondents have experienced 'Pampering' and Job Satisfaction at 'high' level.
- **52** respondents have perceived 'Organizational Paranoia' and Job Satisfaction at 'high' level.

- **53** respondents have experienced 'Workaholism' and Job Satisfaction at 'high' level and **2** respondents have perceived 'Workaholism' and Job Satisfaction at low level.
- **55** respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Job Satisfaction; whereas **2** respondents have perceived 'Insufficient Value for Customers' and Job Satisfaction at 'low' level.
- **57** respondents have perceived 'high' on 'Customer Exploitation' and Job Satisfaction; whereas, **2** respondents have perceived 'Customer Exploitation' and Job Satisfaction at 'low' level
- **54** respondents have experienced 'high' level on 'Servility' and Job Satisfaction; whereas **2** respondents have perceived 'Servility' and Job Satisfaction at 'low' level.
- **55** respondents have perceived 'Bureaucracy' and Job Satisfaction at 'high' level and **2** respondents have experienced 'Bureaucracy' and Job Satisfaction at 'low' level.
- **42** respondents have experienced at 'high' level on 'Decision Paralysis' and Job Satisfaction.
- **53** respondents have perceived at 'high' level on 'Sub-Optimizing' and Job Satisfaction and **2** respondents have experienced 'Sub-Optimizing' and Job Satisfaction at 'low' level.
- **50** respondents have experienced at 'high' level on 'Self Centered Leadership' and Job Satisfaction.
- **57** respondents have perceived 'Short Sightedness' and Job Satisfaction to be at 'high' level; whereas **1** respondent has experienced 'Short Sightedness' and Job Satisfaction at 'low' level.
- **52** respondents have experienced 'Long Sightedness' and Job Satisfaction at 'high' level.
- **54** respondents have perceived at 'high' level on 'Risk Avoidance' and Job Satisfaction.
- **60** respondents have experienced 'Negligence of Financial Matters' and Job Satisfaction at 'high' level.

- **56** respondents have perceived at 'high' level on 'Money Mania' and Job Satisfaction
- **53** respondents have experienced 'Insensitivity to Problems' and Job Satisfaction at 'high' level and **2** respondents have perceived 'Insensitivity to Problems' and Job Satisfaction at 'low' level.
- **53** respondents have perceived at 'high' level on 'Stagnation' and Job Satisfaction.
- **59** respondents have experienced 'Tunnel Vision' and Job Satisfaction at 'high' level; whereas **2** respondents have perceived it to be at 'low' level.
- **46** respondents have perceived 'Aggressive Approach to Environment' and Job Satisfaction at 'high' level, whereas **1** respondent has experienced 'Aggressive Approach to Environment' and Job Satisfaction at 'low' level
- **46** respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Job Satisfaction.

PART A2: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS

- **43** respondents have perceived 'Alienation' as well Organizational Effectiveness at 'high' level; whereas **1** respondent has experienced 'Alienation' and Organizational Effectiveness at 'low' level.
- **49** respondents have experienced 'Pampering' and Organizational Effectiveness at 'high' level.
- **51** respondents have perceived 'Organizational Paranoia' and Organizational Effectiveness at 'high' level.
- **50** respondents have experienced 'Workaholism' and Organizational Effectiveness at 'high' level.
- **53** respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Organizational Effectiveness; whereas **1** respondent has perceived 'Insufficient Value for Customers' and 'Organizational Effectiveness' at 'low' level.

- **55** respondents have perceived 'high' on 'Customer Exploitation' and Organizational Effectiveness; whereas, **1** respondent has perceived 'Customer Exploitation' and Organizational Effectiveness at 'low' level.
- **51** respondents have experienced 'high' level on 'Servility' and Organizational Effectiveness.
- **52** respondents have perceived 'Bureaucracy' and Organizational Effectiveness at 'high' level.
- **42** respondents have experienced at 'high' level on 'Decision Paralysis' and Organizational Effectiveness and **1** respondent has perceived 'Decision Paralysis' and Organizational Effectiveness at 'low' level.
- **50** respondents have perceived at 'high' level on 'Sub-Optimizing' and Organizational Effectiveness.
- **49** respondents have experienced at 'high' level on 'Self Centered Leadership' and Organizational Effectiveness.
- **55** respondents have perceived 'Short Sightedness' and Organizational Effectiveness to be at 'high' level.
- **52** respondents have experienced 'Long Sightedness' and Organizational Effectiveness at 'high' level and **1** respondent has perceived at 'low' level on 'Long Sightedness' and Organizational Effectiveness.
- **53** respondents have perceived at 'high' level on 'Risk Avoidance' and Organizational Effectiveness
- **59** respondents have experienced 'Negligence of Financial Matters' and Organizational Effectiveness at 'high' level.
- **56** respondents have perceived at 'high' level on 'Money Mania' and Organizational Effectiveness and **1** respondent has experienced 'Money Mania' and Organizational Effectiveness at 'low' level.
- **50** respondents have experienced 'Insensitivity to Problems' and Organizational Effectiveness at 'high' level.
- **52** respondents have perceived at 'high' level on 'Stagnation' and Organizational Effectiveness.

- **57** respondents have experienced 'Tunnel Vision' and Organizational Effectiveness at 'high' level; whereas **1** respondent has perceived 'Tunnel Vision' and Organizational Effectiveness at 'low' level.
- **44** respondents have perceived 'Aggressive Approach to Environment' and Organizational Effectiveness at 'high' level.
- **45** respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Organizational Effectiveness.

PART A3: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL COMMITMENT

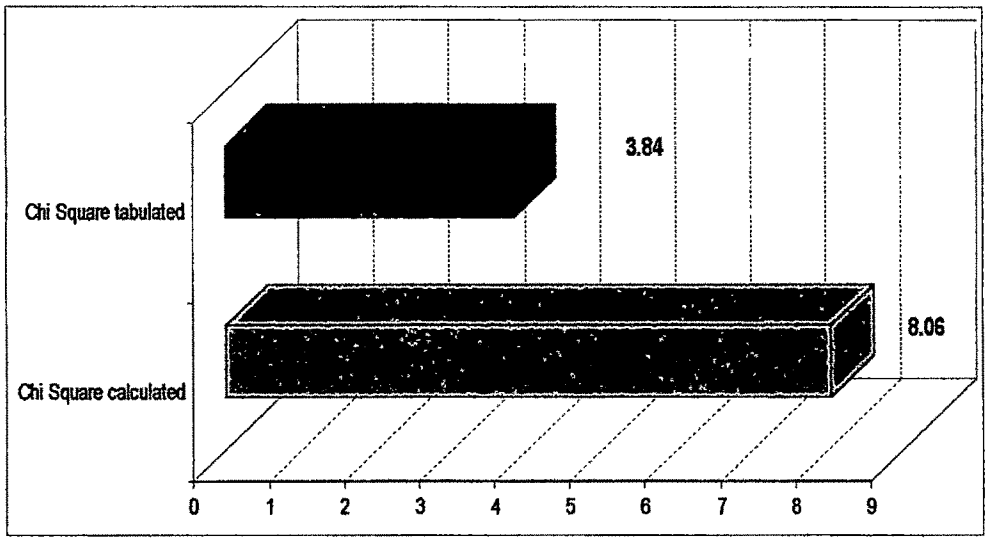
- **45** respondents have perceived 'Alienation' as well Organizational Commitment at 'high' level.
- **52** respondents have experienced 'Pampering' and Organizational Commitment at 'high' level.
- **54** respondents have perceived 'Organizational Paranoia' and Organizational Commitment at 'high' level.
- **53** respondents have experienced 'Workaholism' and Organizational Commitment at 'high' level.
- **55** respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Organizational Commitment.
- **57** respondents have perceived 'high' on 'Customer Exploitation' and Organizational Commitment.
- **54** respondents have experienced 'high' on 'Servility' and Organizational Commitment.
- **55** respondents have perceived 'Bureaucracy' and Organizational Commitment at 'high' level.
- **44** respondents have experienced at 'high' level on 'Decision Paralysis' and Organizational Commitment.
- **53** respondents have perceived at 'high' level on 'Sub-Optimizing' and Organizational Commitment.

- **52** respondents have experienced at 'high' level on 'Self Centered Leadership' and Organizational Commitment:
- **58** respondents have perceived 'Short Sightedness' and Organizational Commitment to be at 'high' level.
- **54** respondents have experienced 'Long Sightedness' and Organizational Commitment at 'high' level.
- **56** respondents have perceived at 'high' level on 'Risk Avoidance' and Organizational Commitment
- **62** respondents have experienced 'Negligence of Financial Matters' and Organizational Commitment at 'high' level.
- **58** respondents have perceived at 'high' level on 'Money Mania' and Organizational Commitment and **1** respondent has experienced it on 'low' level.
- **53** respondents have experienced 'Insensitivity to Problems' and Organizational Commitment at 'high' level.
- **55** respondents have perceived at 'high' level on 'Stagnation' and Organizational Commitment.
- **59** respondents have experienced 'Tunnel Vision' and Organizational Commitment at 'high' level.
- **47** respondents have perceived 'Aggressive Approach to Environment' and Organizational Commitment at 'high' level.
- **48** respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Organizational Commitment.

GRAPH NO. 13

SIGNIFICANT CHI-SQUARE VALUES IN ENGINEERING INDUSTRIES PART A2 : ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS

Decision Paralysis



PART B: CHEMICAL / PHARMACEUTICAL INDUSTRIES

PART B1: ORGANIZATIONAL HEALTH PARAMETERS AND JOB SATISFACTION

- **56** respondents have perceived 'Alienation' as well Job Satisfaction at 'high' level; whereas **1** respondent has experienced 'Alienation' and Job Satisfaction at 'low' level.
- **90** respondents have experienced 'Pampering' and Job Satisfaction at 'high' level.
- **82** respondents have perceived 'Organizational Paranoia' and Job Satisfaction at 'high' level.

- **92** respondents have experienced 'Workaholism' and Job Satisfaction at 'high' level.
- **58** respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Job Satisfaction; whereas **2** respondents have perceived 'Insufficient Value for Customers' and Job Satisfaction at 'low' level.
- **60** respondents have perceived 'high' on 'Customer Exploitation' and Job Satisfaction.
- **92** respondents have experienced 'high' on 'Servility' and Job Satisfaction.
- **99** respondents have perceived 'Bureaucracy' and Job Satisfaction at 'high' level.
- **84** respondents have experienced at 'high' level on 'Decision Paralysis' and Job Satisfaction; whereas **1** respondent has perceived 'Decision Paralysis' and Job Satisfaction at 'low' level.
- **84** respondents have perceived at 'high' level on 'Sub-Optimizing' and Job Satisfaction.
- **89** respondents have experienced at 'high' level on 'Self Centered Leadership' and Job Satisfaction; whereas **1** respondent has experienced it at 'low' level.
- **94** respondents have perceived 'Short Sightedness' and Job Satisfaction to be at 'high' level.
- **97** respondents have experienced 'Long Sightedness' and Job Satisfaction at 'high' level.
- **98** respondents have perceived at 'high' level on 'Risk Avoidance' and Job Satisfaction; whereas **1** respondent has experienced 'Risk Avoidance' and Job Satisfaction at 'low' level.
- **78** respondents have experienced 'Negligence of Financial Matters' and Job Satisfaction at 'high' level; whereas **1** respondent has perceived 'Negligence of Financial Matters' and Job Satisfaction at 'low' level.
- **101** respondents have perceived at 'high' level on 'Money Mania' and Job Satisfaction.
- **70** respondents have experienced 'Insensitivity to Problems' and Job Satisfaction at 'high' level and **1** respondent has perceived 'Insensitivity to Problems' at 'low' level.

- **62** respondents have perceived at 'high' level on 'Stagnation' and Job Satisfaction; whereas **2** respondents have experienced 'Stagnation' and Job Satisfaction at 'low' level.
- **88** respondents have experienced 'Tunnel Vision' and Job Satisfaction at 'high' level.
- **70** respondents have perceived 'Aggressive Approach to Environment' and Job Satisfaction at 'high' level; whereas **1** respondent has experienced 'Aggressive Approach to Environment' and Job Satisfaction at 'low' level.
- **59** respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Job Satisfaction; whereas **1** respondent has perceived 'Insufficient Interaction with Environment' and Job Satisfaction at 'low' level.

PART B2: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS

- **60** respondents have perceived 'Alienation' as well Organizational Effectiveness at 'high' level.
- **96** respondents have experienced 'Pampering' and Organizational Effectiveness at 'high' level; whereas **1** respondent has perceived 'Pampering' and Organizational Effectiveness at 'low' level.
- **87** respondents have perceived 'Organizational Paranoia' and Organizational Effectiveness at 'high' level.
- **98** respondents have experienced 'Workaholism' and Organizational Effectiveness at 'high' level; whereas **1** respondent has perceived 'Workaholism' and Organizational Effectiveness at 'low' level.
- **61** respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Organizational Effectiveness.
- **65** respondents have perceived 'high' on 'Customer Exploitation' and Organizational Effectiveness
- **97** respondents have experienced 'high' on 'Servility' and Organizational Effectiveness.

- **105** respondents have perceived 'Bureaucracy' and Organizational Effectiveness at 'high' level; whereas **1** respondent has experienced 'Bureaucracy' and Organizational Effectiveness at 'low' level.
- **88** respondents have experienced at 'high' level on 'Decision Paralysis' and Organizational Effectiveness.
- **89** respondents have perceived at 'high' level on 'Sub-Optimizing' and Organizational Effectiveness.
- **93** respondents have experienced at 'high' level on 'Self-Centered Leadership' and Organizational Effectiveness.
- **99** respondents have perceived 'Short Sightedness' and Organizational Effectiveness to be at 'high' level.
- **102** respondents have experienced 'Long Sightedness' and Organizational Effectiveness at 'high' level.
- **102** respondents have perceived at 'high' level on 'Risk Avoidance' and Organizational Effectiveness
- **82** respondents have experienced 'Negligence of Financial Matters' and Organizational Effectiveness at 'high' level.
- **106** respondents have perceived at 'high' level on 'Money Mania' and Organizational Effectiveness.
- **74** respondents have experienced 'Insensitivity to Problems' and Organizational Effectiveness at 'high' level.
- **65** respondents have perceived at 'high' level on 'Stagnation' and Organizational Effectiveness.
- **93** respondents have experienced 'Tunnel Vision' and Organizational Effectiveness at 'high' level.
- **74** respondents have perceived 'Aggressive Approach to Environment' and Organizational Effectiveness at 'high' level.
- **63** respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Organizational Effectiveness.

PART B3: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL COMMITMENT

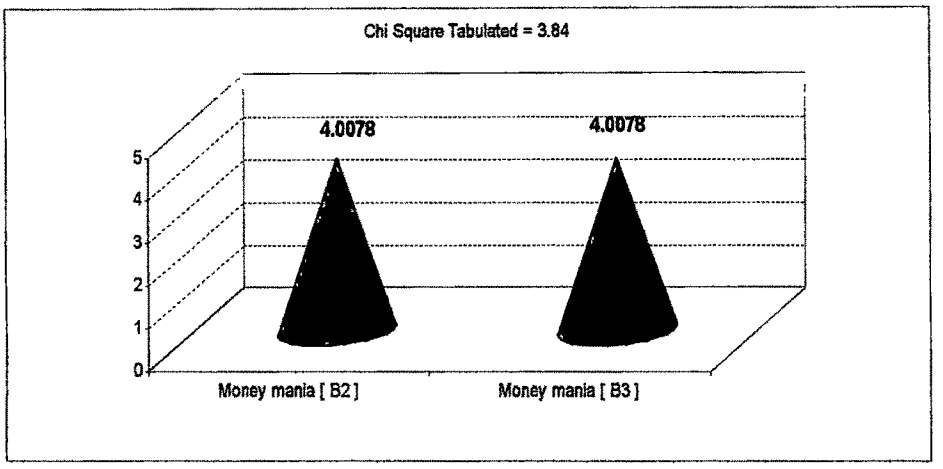
- **61** respondents have perceived 'Alienation' as well Organizational Commitment at 'high' level; whereas **1** respondent has perceived 'Alienation' as well Organizational Commitment at 'low' level.
- **95** respondents have experienced 'Pampering' and Organizational Commitment at 'high' level.
- **87** respondents have perceived 'Organizational Paranoia' and Organizational Commitment at 'high' level.
- **97** respondents have experienced 'Workaholism' and Organizational Commitment at 'high' level.
- **61** respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Organizational Commitment.
- **65** respondents have perceived 'high' on 'Customer Exploitation' and Organizational Commitment.
- **97** respondents have experienced 'high' on 'Servility' and Organizational Commitment.
- **104** respondents have perceived 'Bureaucracy' and Organizational Commitment at 'high' level.
- **88** respondents have experienced at 'high' level on 'Decision Paralysis' and Organizational Commitment.
- **89** respondents have perceived at 'high' level on 'Sub-Optimizing' and Organizational Commitment.
- **93** respondents have experienced at 'high' level on 'Self Centered Leadership' and Organizational Commitment.
- **99** respondents have perceived 'Short Sightedness' and Organizational Commitment to be at 'high' level.
- **102** respondents have experienced 'Long Sightedness' and Organizational Commitment at 'high' level.
- **102** respondents have perceived at 'high' level on 'Risk Avoidance' and Organizational Commitment

- **83** respondents have experienced 'Negligence of Financial Matters' and Organizational Commitment at 'high' level; whereas **1** respondent has perceived 'Negligence of Financial Matters' and Organizational Commitment at 'low' level.
- **106** respondents have perceived at 'high' level on 'Money Mania' and Organizational Commitment
- **74** respondents have experienced 'Insensitivity to Problems' and Organizational Commitment at 'high' level.
- **65** respondents have perceived at 'high' level on 'Stagnation' and Organizational Commitment.
- **93** respondents have experienced 'Tunnel Vision' and Organizational Commitment at 'high' level.
- **74** respondents have perceived 'Aggressive Approach to Environment' and Organizational Commitment at 'high' level.
- **64** respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Organizational Commitment; whereas **1** respondent has perceived 'Insufficient Interaction with Environment' and Organizational Commitment at 'low' level.

GRAPH NO. 14

SIGNIFICANT CHI-SQUARE VALUES IN CHEMICAL / PHARMACEUTICAL INDUSTRIES

PART B2 : ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS AND PART B3: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL COMMITMENT



PART C: OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES

PART C1: ORGANIZATIONAL HEALTH PARAMETERS AND JOB SATISFACTION

- **27** respondents have perceived 'Alienation' as well Job Satisfaction at 'high' level; whereas **1** respondent has experienced 'Alienation' and Job Satisfaction at 'low' level.
- **33** respondents have experienced 'Pampering' and Job Satisfaction at 'high' level; whereas **1** respondent has perceived 'Pampering' and Job Satisfaction at 'low' level.
- **32** respondents have perceived 'Organizational Paranoia' and Job Satisfaction at 'high' level.

- **31** respondents have experienced 'Workaholism' and Job Satisfaction at 'high' level; whereas 1 respondent has perceived it at 'low' level.
- **27** respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Job Satisfaction; whereas **1** respondent has perceived 'Insufficient Value for Customers' and Job Satisfaction at 'low' level.
- **28** respondents have perceived 'high' on 'Customer Exploitation' and Job Satisfaction; whereas 1 respondent has experienced 'Customer Exploitation' and Job Satisfaction at 'low' level.
- **23** respondents have experienced 'high' on 'Servility' and Job Satisfaction.
- **27** respondents have perceived 'Bureaucracy' and Job Satisfaction at 'high' level
- **21** respondents have experienced at 'high' level on 'Decision Paralysis' and Job Satisfaction.
- **28** respondents have perceived at 'high' level on 'Sub-Optimizing' and Job Satisfaction.
- **27** respondents have experienced at 'high' level on 'Self Centered Leadership' and Job Satisfaction.
- **23** respondents have perceived 'Short Sightedness' and Job Satisfaction to be at 'high' level.
- **23** respondents have experienced 'Long Sightedness' and Job Satisfaction at 'high' level.
- **23** respondents have perceived at 'high' level on 'Risk Avoidance' and Job Satisfaction; whereas **1** respondent has experienced 'Risk Avoidance' and Job Satisfaction at 'low' level.
- **34** respondents have experienced 'Negligence of Financial Matters' and Job Satisfaction at 'high' level; whereas **1** respondent has perceived 'Negligence of Financial Matters' and Job Satisfaction at 'low' level.
- **19** respondents have perceived at 'high' level on 'Money Mania' and Job Satisfaction.
- **29** respondents have experienced 'Insensitivity to Problems' and Job Satisfaction at 'high' level and **2** respondents have perceived 'Insensitivity to Problems' and Job Satisfaction at 'low' level.

- **26** respondents have perceived at 'high' level on 'Stagnation' and Job Satisfaction, whereas **1** respondent has experienced 'Stagnation' and Job Satisfaction at 'low' level
- **21** respondents have experienced 'Tunnel Vision' and Job Satisfaction at 'high' level.
- **32** respondents have perceived 'Aggressive Approach to Environment' and Job Satisfaction at 'high' level; whereas **3** respondents have experienced 'Aggressive Approach to Environment' and Job Satisfaction at 'low' level.
- **14** respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Job Satisfaction; whereas **1** respondent has perceived 'Insufficient Interaction with Environment' and Job Satisfaction at 'low'.

PART C2: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS

- **32** respondents have perceived 'Alienation' as well Organizational Effectiveness at 'high' level; whereas **1** respondent has perceived 'Alienation' as well Organizational Effectiveness at 'low' level.
- **37** respondents have experienced 'Pampering' and Organizational Effectiveness at 'high' level.
- **38** respondents have perceived 'Organizational Paranoia' and Organizational Effectiveness at 'high' level; whereas **1** respondent has perceived 'Organizational Paranoia' and Organizational Effectiveness at 'low' level.
- **36** respondents have experienced 'Workaholism' and Organizational Effectiveness at 'high' level; whereas **1** respondent has perceived 'Workaholism' and Organizational Effectiveness at 'low' level
- **31** respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Organizational Effectiveness.
- **33** respondents have perceived 'high' on 'Customer Exploitation' and Organizational Effectiveness; whereas **1** respondent has experienced 'Customer Exploitation' and Organizational Effectiveness at 'low' level.

- **28** respondents have experienced 'high' on 'Servility' and Organizational Effectiveness.
- **33** respondents have perceived 'Bureaucracy' and Organizational Effectiveness at 'high' level; whereas **1** respondent has experienced 'Bureaucracy' and Organizational Effectiveness at 'low' level.
- 26 respondents have experienced at 'high' level on 'Decision Paralysis' and Organizational Effectiveness
- **33** respondents have perceived at 'high' level on 'Sub-Optimizing' and Organizational Effectiveness.
- **32** respondents have experienced at 'high' level on 'Self Centered Leadership' and Organizational Effectiveness.
- **28** respondents have perceived 'Short Sightedness' and Organizational Effectiveness to be at 'high' level.
- **28** respondents have experienced 'Long Sightedness' and Organizational Effectiveness at 'high' level.
- **28** respondents have perceived at 'high' level on 'Risk Avoidance' and Organizational Effectiveness
- **38** respondents have experienced 'Negligence of Financial Matters' and Organizational Effectiveness at 'high' level.
- **25** respondents have perceived at 'high' level on 'Money Mania' and Organizational Effectiveness; whereas **1** respondent has experienced 'Money Mania' and Organizational Effectiveness at 'low' level.
- **32** respondents have experienced 'Insensitivity to Problems' and Organizational Effectiveness at 'high' level.
- **30** respondents have perceived at 'high' level on 'Stagnation' and Organizational Effectiveness.
- **26** respondents have experienced 'Tunnel Vision' and Organizational Effectiveness at 'high' level.
- **34** respondents have perceived 'Aggressive Approach to Environment' and Organizational Effectiveness at 'high' level.
- **18** respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Organizational Effectiveness.

PART C3: ORGANIZATIONAL HEALTH PARAMETERS WITH ORGANIZATIONAL COMMITMENT

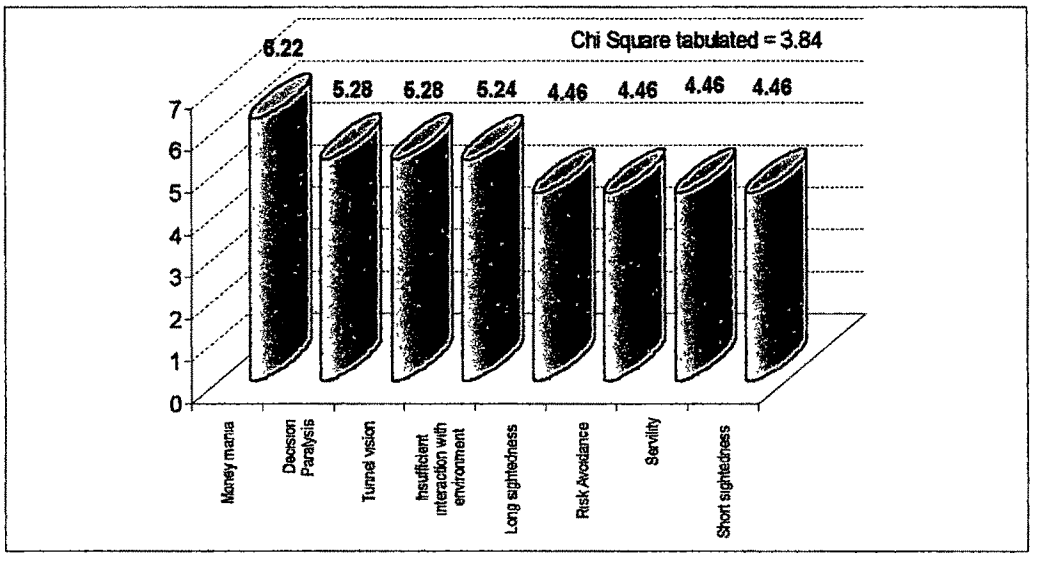
- **32** respondents have perceived 'Alienation' as well Organizational Commitment at 'high' level.
- **38** respondents have experienced 'Pampering' and Organizational Commitment at 'high' level.
- **38** respondents have perceived 'Organizational Paranoia' and Organizational Commitment at 'high' level
- **36** respondents have experienced 'Workaholism' and Organizational Commitment at 'high' level.
- **32** respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Organizational Commitment.
- **33** respondents have perceived 'high' on 'Customer Exploitation' and Organizational Commitment.
- **29** respondents have experienced 'high' on 'Servility' and Organizational Commitment.
- **33** respondents have perceived 'Bureaucracy' and Organizational Commitment at 'high' level.
- **27** respondents have experienced at 'high' level on 'Decision Paralysis' and Organizational Commitment
- **34** respondents have perceived at 'high' level on 'Sub-Optimizing' and Organizational Commitment.
- **33** respondents have experienced at 'high' level on 'Self Centered Leadership' and Organizational Commitment.
- **29** respondents have perceived 'Short Sightedness' and Organizational Commitment to be at 'high' level.
- **29** respondents have experienced 'Long Sightedness' and Organizational Commitment at 'high' level.
- **29** respondents have perceived at 'high' level on 'Risk Avoidance' and Organizational Commitment

- **39** respondents have experienced 'Negligence of Financial Matters' and Organizational Commitment at 'high' level.
- **25** respondents have perceived at 'high' level on 'Money Mania' and Organizational Commitment.
- **33** respondents have experienced 'Insensitivity to Problems' and Organizational Commitment at 'high' level.
- **31** respondents have perceived at 'high' level on 'Stagnation' and Organizational Commitment.
- **27** respondents have experienced 'Tunnel Vision' and Organizational Commitment at 'high' level.
- **35** respondents have perceived 'Aggressive Approach to Environment' and Organizational Commitment at 'high' level.
- **19** respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Organizational Commitment.

GRAPH NO. 15

SIGNIFICANT CHI-SQUARE VALUES IN OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES

PART C1 : ORGANIZATIONAL HEALTH PARAMETERS AND JOB SATISFACTION



SECTION V

T-TEST WITH RESPECT TO THE SIX ORGANIZATIONAL HEALTH CRITERIA

- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Balancing the fundamental objective of the organization'; in Engineering and Chemical / Pharmaceutical industries. (As 't' calculated value is less than 't' tabulated value)
- There is a significant difference between the higher ratings with respect to Organizational Health criteria - 'Balancing the fundamental objective of the organization'; in Engineering and Other (Textile, Glass, Seat, etc.) industries. (As 't' calculated value is greater than 't' tabulated value)
- There is no significant difference between the higher ratings with respect to Organization Health criteria - 'Balancing the fundamental objective of the organization'; in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries. (As 't' calculated value is less than 't' tabulated value)
- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the needs of its members (employees)'; in Engineering and Chemical / Pharmaceutical industries. (As 't' calculated value is less than 't' tabulated value)
- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the needs of its members (employees)'; in Engineering and Other (Textile, Glass, Seat, etc.) industries. (As 't' calculated value is less than 't' tabulated value)
- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the needs of its members (employees)'; in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries. (As 't' calculated value is less than 't' tabulated value)
- There is a significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the economic needs of its

organizations'; in Engineering and Chemical / Pharmaceutical industries. (As 't' calculated value is greater than 't' tabulated value)

- There is a significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the economic needs of its organizations'; in Engineering and Other (Textile, Glass, Seat, etc.) industries. (As 't' calculated value is greater than 't' tabulated value)
- There is a significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the economic needs of its organizations'; in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) organizations. (As 't' calculated value is greater than 't' tabulated value)
- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the needs of its customers' for Engineering as compared with Chemicals / Pharmaceuticals & Other industries. (As 't' calculated value is less than 't' tabulated value)
- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the needs of its customers' for Chemicals / Pharmaceutical as compared with Engineering and Other (Textile, Glass, Seat, etc.) industries. (As 't' calculated value is less than 't' tabulated value)
- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the needs of its customers' for Other (Textile, Glass, Seat, etc.) organizations as compared with Engineering and Chemicals / Pharmaceutical industries. (As 't' calculated value is less than 't' tabulated value)
- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Growth and Development'; in Engineering and Chemical / Pharmaceutical industries. (As 't' calculated value is less than 't' tabulated value)
- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Growth and Development'; in Engineering and Other (Textile, Glass, Seat, etc.) industries. (As 't' calculated value is less than 't' tabulated value)

- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Growth and Development'; in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries. (As 't' calculated value is less than 't' tabulated value)
- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Living in harmony with the environment'; in Engineering and Chemical / Pharmaceutical industries. (As 't' calculated value is less than 't' tabulated value)
- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Living in harmony with the environment'; in Engineering and Other (Textile, Glass, Seat, etc.) industries. (As 't' calculated value is less than 't' tabulated value)
- There is no significant difference between the higher ratings with respect to Organizational Health criteria - 'Living in harmony with the environment'; in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries. (As 't' calculated value is less than 't' tabulated value)

CONCLUSIONS

Based on the Data Analysis and Interpretation; the researcher has given the conclusions of the study.

ORGANIZATIONAL HEALTH PARAMETERS

- Engineering industries: Relatively higher number of respondents have perceived at 'high' level on 'Negligence of Financial Matters' and at 'low' level on 'Decision Paralysis'.
- Chemical / Pharmaceutical industries: Relatively higher number of respondents have perceived at 'high' level on 'Money Mania' and at 'low' level on 'Alienation'.
- Other (Textile, Glass, Seat, etc.) industries: Relatively higher number of respondents have perceived at 'high' level on 'Negligence of Financial Matters' and at 'low' level on 'Insufficient Interaction with Environment'.

ORGANIZATIONAL EFFECTIVENESS PARAMETERS

- Engineering industries: Relatively higher number of respondents have perceived at 'high' level on 'Innovation' and at 'low' level on 'Need for Independence'.
- Chemical / Pharmaceutical industries: Relatively higher number of respondents have perceived at 'high' level on 'Innovation' and at 'low' level on Organizational Commitment.
- Other (Textile, Glass, Seat, etc.) industries: Relatively higher number of respondents have perceived at 'high' level on 'Job Involvement' and at 'low' level on 'Need for Independence'.

ORGANIZATIONAL HEALTH PARAMETERS AND BACKGROUND INFORMATION OF RESPONDENTS

Part A: Organizational Health Parameters and Age of Respondents

- There is no strong association between 'Alienation' and age of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the age groups.
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Pampering' and age of respondents. Higher number of respondents in less than 42 years of age group have perceived 'Pampering' at 'high' level.
- There is no strong association between 'Organizational Paranoia' and age of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Workaholism' and age of respondents. Higher number of respondents perceived 'Workaholism' at 'high' level, fall in the age group of less than 42 years.
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Insufficient Value for Customers' and age of respondents.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Customer Exploitation' and age of respondents.
- There is no strong association between 'Servility' and age of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the age groups.
- There is no strong association between 'Bureaucracy' and age of respondents. (As chi-square value is not significant)

- There is no close association between 'Decision Paralysis' and age of respondents. (As chi-square value is not significant).
- There is no strong association between 'Sub-Optimizing' and age of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Self Centered Leadership' and age of respondents. Higher number of respondents in less than 42 years of age group have perceived 'Self-Centered Leadership' at 'high' level.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Short Sightedness' and age of respondents.
- There is no strong association between 'Long Sightedness' and age of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Risk Avoidance' and age of respondents. Higher number of respondents perceived 'Risk Avoidance' at 'high' level, fall in the age group of less than 42 years.
- There is no strong association between 'Negligence of financial matters' and age of respondents. (As chi-square value is not significant)
- There is no strong association between 'Money Mania' and age of respondents. (As chi-square value is not significant)
- There is no strong association between 'Insensitivity to Problems' and age of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the age groups.
- There is no strong association between 'Stagnation' and age of respondents. (As chi-square value is not significant)
- There is no strong association between 'Tunnel Vision' and age of respondents. (As chi-square value is not significant)
- There is no strong association between 'Aggressive Approach to Environment' and age of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the age groups.

- As chi-square value is significant at 0 05 level of confidence, there is strong association between 'Insufficient Interaction with Environment' and age of respondents. Higher number of respondents in less than 42 years of age group have perceived 'Insufficient Interaction with Environment' at 'high' level.

Part B: Organizational Health Parameters and Educational Background of Respondents

- There is no strong association between 'Alienation' and educational background of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Pampering' and educational background of respondents.
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Organizational Paranoia' and educational background of respondents. Higher number of respondents in graduate category have perceived 'Organizational Paranoia' at 'high' level.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Workaholism' and educational background of respondents.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Insufficient Value for Customers' and educational background of respondents. Higher number of respondents perceived 'Insufficient Value for Customers' at 'high' level, fall in the graduate category.
- As chi-square value is significant at 0.01 level of confidence, there is strong association between 'Customer Exploitation' and educational background of respondents.
- There is no strong association between 'Servility' and educational background of respondents (As chi-square value is not significant)

- There is no strong association between 'Bureaucracy' and educational background of respondents. (As chi-square value is not significant)
- There is no strong association between 'Decision Paralysis' and educational background of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the educational groups.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Sub-Optimizing' and educational background of respondents.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Self Centered Leadership' and educational background of respondents. In the 'high' 'Self-Centered Leadership' group, higher number of respondents fall in the graduate category.
- There is no strong association between 'Short Sightedness' and educational background of respondents. (As chi-square value is not significant)
- There is no strong association between 'Long Sightedness' and educational background of respondents. (As chi-square value is not significant)
- There is no strong association between 'Risk Avoidance' and educational background of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the educational groups.
- There is no strong association between 'Negligence of financial matters' and educational background of respondents (As chi-square value is not significant)
- There is no strong association between 'Money Mania' and educational background of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Insensitivity to Problems' and educational background of respondents. Higher number of respondents in graduate category have perceived 'Insensitivity to Problems' at 'high' level.

- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Stagnation' and educational background of respondents. In the 'high' 'Stagnation' group, higher number of respondents fall in the graduate category.
- There is no strong association between 'Tunnel Vision' and educational background of respondents (As chi-square value is not significant)
- There is no strong association between 'Aggressive Approach to Environment' and educational background of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the educational groups.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Insufficient Interaction with Environment' and educational background of respondents. Higher number of respondents perceived 'Insufficient Interaction with Environment' at 'high' level, fall in the graduate category.

Part C: Organizational Health Parameters and Designation of Respondents

- There is no strong association between 'Alienation' and designation of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the designation groups as far as 'Alienation' is concerned.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Pampering' and designation of respondents. Higher number of respondents in managers and above category have perceived 'Pampering' at 'high' level.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Organizational Paranoia' and designation of respondents. Higher number of respondents perceived 'Organizational Paranoia' at 'high' level, fall in the managers and above category.

- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Workaholism' and designation of respondents.
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Insufficient Value for Customers' and designation of respondents. In the 'high' 'Insufficient Value for Customers' group, higher number of respondents fall in the managers and above category.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Customer Exploitation' and designation of respondents.
- There is no strong association between 'Servility' and designation of respondents. (As chi-square value is not significant)
- There is no strong association between 'Bureaucracy' and designation of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the designation groups.
- There is no strong association between 'Decision Paralysis' and designation of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Sub-Optimizing' and designation of respondents. Higher number of respondents in graduate category have perceived 'Organizational Paranoia' at 'high' level.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Self Centered Leadership' and designation of respondents.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Short Sightedness' and designation of respondents.
- There is no strong association between 'Long Sightedness' and designation of respondents. (As chi-square value is not significant)
- There is no strong association between 'Risk Avoidance' and designation of respondents (As chi-square value is not significant). Respondents are

more or less equally distributed in both the designation groups as far as 'Risk Avoidance' is concerned.

- There is no strong association between 'Negligence of financial matters' and designation of respondents. (As chi-square value is not significant)
- There is no strong association between 'Money Mania' and designation of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is no strong association between 'Insensitivity to Problems' and designation of respondents. Higher number of respondents in managers and above category have perceived 'Insensitivity to Problems' at 'high' level.
- As chi-square value is significant at 0 05 level of confidence; there is strong association between 'Stagnation' and designation of respondents.
- There is no strong association between 'Tunnel Vision' and designation of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the designation groups.
- There is no strong association between 'Aggressive Approach to Environment' and designation of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Insufficient Interaction with Environment' and designation of respondents. Higher number of respondents in managers and above category have perceived 'Insufficient Interaction with Environment' at 'low' level.

Part D: Organizational Health Parameters and Experience of Respondents

- There is no strong association between 'Alienation' and experience of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the experience groups.

- There is no strong association between 'Pampering' and experience of respondents (As chi-square value is not significant).
- There is no strong association between 'Organizational Paranoia' and experience of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the experience group, so far as 'Organizational Paranoia' is concerned.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Workaholism' and experience of respondents. Higher number of respondents perceived 'Workaholism' at 'high' level, fall in the experience group of less than 17 years.
- There is no strong association between 'Insufficient Value for Customers' and experience of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Customer Exploitation' and experience of respondents. In the 'high' 'Customer Exploitation' group, higher number of respondents fall in the experience group of less than 17 years.
- There is no strong association between 'Servility' and experience of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the experience groups.
- There is no strong association between 'Bureaucracy' and experience of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is close association between 'Decision Paralysis' and experience of respondents. In the 'high' 'Decision Paralysis' group, higher number of respondents fall in the experience group of less than 17 years.
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Sub-Optimizing' and experience of respondents.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Self Centered Leadership' and experience of respondents. Higher number of respondents in less than 17 years of

experience group have perceived 'Self-Centered Leadership' at 'high' level.

- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Short Sightedness' and experience of respondents.
- There is no strong association between 'Long Sightedness' and experience of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Risk Avoidance' and experience of respondents. Higher number of respondents perceived 'Risk Avoidance' at 'high' level, fall in the experience group of less than 17 years.
- There is no strong association between 'Negligence of financial matters' and experience of respondents. (As chi-square value is not significant)
- There is no strong association between 'Money Mania' and experience of respondents. (As chi-square value is not significant)
- There is no strong association between 'Insensitivity to Problems' and experience of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the experience groups.
- There is no strong association between 'Stagnation' and experience of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence, there is strong association between 'Tunnel Vision' and experience of respondents.
- There is no strong association between 'Aggressive Approach to Environment' and experience of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the experience groups.
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Insufficient Interaction with Environment' and experience of respondents. Higher number of respondents in less than 17

years of experience group have perceived 'Insufficient Interaction with Environment' at 'high' level.

Part E: Organizational Health Parameters and Income of Respondents

- There is no strong association between 'Alienation' and annual income of respondents (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Pampering' and income of respondents.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Organizational Paranoia' and income of respondents. Higher number of respondents in less than 3 lakhs of income group have perceived 'Organizational Paranoia' at 'high' level.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Workaholism' and income of respondents.
- There is no strong association between 'Insufficient Value for Customers' and income of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the income groups.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Customer Exploitation' and income of respondents.
- There is no strong association between 'Servility' and income of respondents. (As chi-square value is not significant)
- There is no strong association between 'Bureaucracy' and income of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the income group, so far as 'Bureaucracy' is concerned

- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Decision Paralysis' and income of respondents.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Sub-Optimizing' and income of respondents.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Self-Centered Leadership' and income of respondents. In the 'high' 'Self-Centered Leadership' group, higher number of respondents fall in less than 3 lakhs of income group.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Short Sightedness' and income of respondents.
- There is no strong association between 'Long Sightedness' and income of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the income groups.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Risk Avoidance' and income of respondents. Higher number of respondents perceived 'Risk Avoidance' at 'high' level, fall in the less than 3 lakhs of income group.
- There is no strong association between 'Negligence of financial matters' and income of respondents. (As chi-square value is not significant)
- There is no strong association between 'Money Mania' and income of respondents. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Insensitivity to Problems' and income of respondents. Higher number of respondents in less than 3 lakhs of income group perceived 'Insensitivity to Problems' at 'high' level.
- There is no strong association between 'Stagnation' and income of respondents (As chi-square value is not significant). Respondents are more or less equally distributed in both the income groups.
- There is no strong association between 'Tunnel Vision' and income of respondents. (As chi-square value is not significant)

- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Aggressive Approach to Environment' and income of respondents.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Insufficient Interaction with Environment' and income of respondents. Higher number of respondents perceived 'Insufficient Interaction with Environment' at 'low' level, fall in the less than 3 lakhs of income group.

ORGANIZATIONAL HEALTH PARAMETERS WITH JOB SATISFACTION, ORGANIZATIONAL EFFECTIVENESS AND ORGANIZATIONAL COMMITMENT

PART A: ENGINEERING INDUSTRIES

PART A1: ORGANIZATIONAL HEALTH PARAMETERS AND JOB SATISFACTION

- There is no strong association between 'Alienation' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Pampering' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction as far as this 'Pampering' is concerned.
- There is no strong association between 'Organizational Paranoia' and Job Satisfaction. (As chi-square value is not significant)

- There is no strong association between 'Workaholism' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction as far as 'Workaholism' is concerned.
- There is no strong association between 'Insufficient Value for Customers' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Customer Exploitation' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Servility' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Bureaucracy' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Decision Paralysis' and Job Satisfaction.
- There is no strong association between 'Sub-Optimizing' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Self Centered Leadership' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Short Sightedness' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction as far as 'Short Sightedness' is concerned.
- There is no strong association between 'Long Sightedness' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Risk Avoidance' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Negligence of Financial Matters' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction as far as 'Negligence of Financial Matters' is concerned.
- There is no strong association between 'Money Mania' and Job Satisfaction (As chi-square value is not significant).

- There is no strong association between 'Insensitivity to Problems' and Job Satisfaction (As chi-square value is not significant).
- There is no strong association between 'Stagnation' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction as far as 'Stagnation' is concerned.
- There is no strong association between 'Tunnel Vision' and Job Satisfaction (As chi-square value is not significant).
- There is no strong association between 'Aggressive Approach to Environment' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction as far as 'Aggressive Approach to Environment' is concerned.
- There is no strong association between 'Insufficient Interaction with Environment' and Job Satisfaction (As chi-square value is not significant).

PART A2: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS

- There is no strong association between 'Alienation' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Pampering' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Pampering' is concerned.
- There is no strong association between 'Organizational Paranoia' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Workaholism' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Workaholism' is concerned.

- There is no strong association between 'Insufficient Value for Customers' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Customer Exploitation' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Servility' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Bureaucracy' and Organizational Effectiveness. (As chi-square value is not significant)
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Decision Paralysis' and Organizational Effectiveness. Higher number of respondents perceived 'high' on 'Decision Paralysis' and Organizational Effectiveness.
- There is no strong association between 'Sub-Optimizing' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Self Centered Leadership' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Short Sightedness' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Short Sightedness' is concerned.
- There is no strong association between 'Long Sightedness' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Risk Avoidance' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Negligence of Financial Matters' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Negligence of Financial Matters' is concerned.
- There is no strong association between 'Money Mania' and Organizational Effectiveness (As chi-square value is not significant).

- There is no strong association between 'Insensitivity to Problems' and Organizational Effectiveness (As chi-square value is not significant).
- There is no strong association between 'Stagnation' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Stagnation' is concerned.
- There is no strong association between 'Tunnel Vision' and Organizational Effectiveness (As chi-square value is not significant).
- There is no strong association between 'Aggressive Approach to Environment' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Aggressive Approach to Environment' is concerned.
- There is no strong association between 'Insufficient Interaction with Environment' and Organizational Effectiveness (As chi-square value is not significant).

PART A3: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL COMMITMENT

- There is no strong association between 'Alienation' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Pampering' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Pampering' is concerned
- There is no strong association between 'Organizational Paranoia' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Workaholism' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Workaholism' is concerned.

- There is no strong association between 'Insufficient Value for Customers' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Customer Exploitation' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Servility' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Bureaucracy' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Decision Paralysis' and Organizational Commitment.
- There is no strong association between 'Sub-Optimizing' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Self Centered Leadership' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Short Sightedness' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment.
- There is no strong association between 'Long Sightedness' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Risk Avoidance' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Negligence of Financial Matters' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Negligence of Financial Matters' is concerned.
- There is no strong association between 'Money Mania' and Organizational Commitment (As chi-square value is not significant).
- There is no strong association between 'Insensitivity to Problems' and Organizational Commitment (As chi-square value is not significant).

- There is no strong association between 'Stagnation' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Stagnation' is concerned.
- There is no strong association between 'Tunnel Vision' and Organizational Commitment (As chi-square value is not significant).
- There is no strong association between 'Aggressive Approach to Environment' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Aggressive Approach to Environment' is concerned.
- There is no strong association between 'Insufficient Interaction with Environment' and Organizational Commitment (As chi-square value is not significant).

PART B: CHEMICAL / PHARMACEUTICAL INDUSTRIES

PART B1: ORGANIZATIONAL HEALTH PARAMETERS AND JOB SATISFACTION

- There is no strong association between 'Alienation' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Pampering' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction.
- There is no strong association between 'Organizational Paranoia' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Workaholism' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction as far as 'Workaholism' is concerned.

- There is no strong association between 'Insufficient Value for Customers' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Customer Exploitation' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Servility' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Bureaucracy' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Decision Paralysis' and Job Satisfaction.
- There is no strong association between 'Sub-Optimizing' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Self Centered Leadership' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Short Sightedness' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction as far as 'Short Sightedness' is concerned.
- There is no strong association between 'Long Sightedness' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Risk Avoidance' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Negligence of Financial Matters' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction as far as 'Negligence of Financial Matters' is concerned.
- There is no strong association between 'Money Mania' and Job Satisfaction (As chi-square value is not significant).
- There is no strong association between 'Insensitivity to Problems' and Job Satisfaction (As chi-square value is not significant).
- There is no strong association between 'Stagnation' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally

distributed at 'high' and 'low' level on Job Satisfaction as far as 'Stagnation' is concerned.

- There is no strong association between 'Tunnel Vision' and Job Satisfaction (As chi-square value is not significant).
- There is no strong association between 'Aggressive Approach to Environment' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction.
- There is no strong association between 'Insufficient Interaction with Environment' and Job Satisfaction (As chi-square value is not significant).

PART B2: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS

- There is no strong association between 'Alienation' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Pampering' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Pampering' is concerned.
- There is no strong association between 'Organizational Paranoia' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Workaholism' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Workaholism' is concerned.
- There is no strong association between 'Insufficient Value for Customers' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Customer Exploitation' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Servility' and Organizational Effectiveness. (As chi-square value is not significant)

- There is no strong association between 'Bureaucracy' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Decision Paralysis' and Organizational Effectiveness.
- There is no strong association between 'Sub-Optimizing' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Self Centered Leadership' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Short Sightedness' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as this health parameter is concerned.
- There is no strong association between 'Long Sightedness' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Risk Avoidance' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Negligence of Financial Matters' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness.
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Money Mania' and Organizational Effectiveness. Higher number of respondents perceived 'high' on 'Money Mania' and Organizational Effectiveness.
- There is no strong association between 'Insensitivity to Problems' and Organizational Effectiveness (As chi-square value is not significant).
- There is no strong association between 'Stagnation' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Stagnation' is concerned.
- There is no strong association between 'Tunnel Vision' and Organizational Effectiveness (As chi-square value is not significant).

- There is no strong association between 'Aggressive Approach to Environment' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Aggressive Approach to Environment' is concerned.
- There is no strong association between 'Insufficient Interaction with Environment' and Organizational Effectiveness (As chi-square value is not significant).

PART B3: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL COMMITMENT

- There is no strong association between 'Alienation' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Pampering' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment.
- There is no strong association between 'Organizational Paranoia' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Workaholism' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Workaholism' is concerned.
- There is no strong association between 'Insufficient Value for Customers' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Customer Exploitation' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Servility' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Bureaucracy' and Organizational Commitment. (As chi-square value is not significant)

- There is no strong association between 'Decision Paralysis' and Organizational Commitment
- There is no strong association between 'Sub-Optimizing' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Self Centered Leadership' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Short Sightedness' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Short Sightedness' is concerned.
- There is no strong association between 'Long Sightedness' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Risk Avoidance' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Negligence of Financial Matters' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Negligence of Financial Matters' is concerned.
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Money Mania' and Organizational Commitment. Higher number of respondents perceived 'high' on 'Alienation' and Organizational Commitment.
- There is no strong association between 'Insensitivity to Problems' and Organizational Commitment (As chi-square value is not significant).
- There is no strong association between 'Stagnation' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Stagnation' is concerned.
- There is no strong association between 'Tunnel Vision' and Organizational Commitment (As chi-square value is not significant).

- There is no strong association between 'Aggressive Approach to Environment' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment.
- There is no strong association between 'Insufficient Interaction with Environment' and Organizational Commitment (As chi-square value is not significant).

PART C: OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES

PART C1: ORGANIZATIONAL HEALTH PARAMETERS AND JOB SATISFACTION

- There is no strong association between 'Alienation' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Pampering' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction.
- There is no strong association between 'Organizational Paranoia' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Workaholism' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction as far as 'Workaholism' is concerned.
- There is no strong association between 'Insufficient Value for Customers' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Customer Exploitation' and Job Satisfaction. (As chi-square value is not significant)
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Servility' and Job Satisfaction. Higher number of

respondents perceived 'Servility' at 'low' level and Job Satisfaction at 'high' level.

- There is no strong association between 'Bureaucracy' and Job Satisfaction. (As chi-square value is not significant)
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Decision Paralysis' and Job Satisfaction. Higher number of respondents perceived 'low' on 'Decision Paralysis' and 'high' on Job Satisfaction.
- There is no strong association between 'Sub-Optimizing' and Job Satisfaction. (As chi-square value is not significant)
- There is no strong association between 'Self Centered Leadership' and Job Satisfaction. (As chi-square value is not significant)
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Short Sightedness' and Job Satisfaction. Higher number of respondents experienced 'low' on 'Short Sightedness' and 'high' on Job Satisfaction.
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Long Sightedness' and Job Satisfaction.
- As chi-square value is significant at 0 05 level of confidence; there is strong association between 'Risk Avoidance' and Job Satisfaction
- There is no strong association between 'Negligence of Financial Matters' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction as far as this health parameter is concerned.
- As chi-square value is significant at 0.01 level of confidence; there is strong association between 'Money Mania' and Job Satisfaction. Higher number of respondents perceived 'low' on 'Money Mania' and 'high' on Job Satisfaction.
- There is no strong association between 'Insensitivity to Problems' and Job Satisfaction (As chi-square value is not significant).
- There is no strong association between 'Stagnation' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally

distributed at 'high' and 'low' level on Job Satisfaction as far as 'Stagnation' is concerned.

- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Tunnel Vision' and Job Satisfaction. Higher number of respondents perceived 'low' on 'Tunnel Vision' and 'high' on Job Satisfaction.
- There is no strong association between 'Aggressive Approach to Environment' and Job Satisfaction (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Job Satisfaction as far as 'Aggressive Approach to Environment' is concerned.
- As chi-square value is significant at 0.05 level of confidence; there is strong association between 'Insufficient Interaction with Environment' and Job Satisfaction (As chi-square value is not significant).

PART C2: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS

- There is no strong association between 'Alienation' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Pampering' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Pampering' is concerned
- There is no strong association between 'Organizational Paranoia' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Workaholism' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Workaholism' is concerned.
- There is no strong association between 'Insufficient Value for Customers' and Organizational Effectiveness. (As chi-square value is not significant)

- There is no strong association between 'Customer Exploitation' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Servility' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Bureaucracy' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Decision Paralysis' and Organizational Effectiveness.
- There is no strong association between 'Sub-Optimizing' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Self Centered Leadership' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Short Sightedness' and Organizational Effectiveness (As chi-square value is not significant) Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Short Sightedness' is concerned.
- There is no strong association between 'Long Sightedness' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Risk Avoidance' and Organizational Effectiveness. (As chi-square value is not significant)
- There is no strong association between 'Negligence of Financial Matters' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Negligence of Financial Matters' is concerned.
- There is no strong association between 'Money Mania' and Organizational Effectiveness.
- There is no strong association between 'Insensitivity to Problems' and Organizational Effectiveness (As chi-square value is not significant).
- There is no strong association between 'Stagnation' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more

or less equally distributed at 'high' and 'low' level on Organizational Effectiveness as far as 'Stagnation' is concerned.

- There is no strong association between 'Tunnel Vision' and Organizational Effectiveness (As chi-square value is not significant).
- There is no strong association between 'Aggressive Approach to Environment' and Organizational Effectiveness (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Effectiveness.
- There is no strong association between 'Insufficient Interaction with Environment' and Organizational Effectiveness (As chi-square value is not significant).

PART C3: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL COMMITMENT

- There is no strong association between 'Alienation' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Pampering' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Pampering' is concerned.
- There is no strong association between 'Organizational Paranoia' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Workaholism' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Workaholism' is concerned.
- There is no strong association between 'Insufficient Value for Customers' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Customer Exploitation' and Organizational Commitment. (As chi-square value is not significant)

- There is no strong association between 'Servility' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Bureaucracy' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Decision Paralysis' and Organizational Commitment.
- There is no strong association between 'Sub-Optimizing' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Self Centered Leadership' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Short Sightedness' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Short Sightedness' is concerned.
- There is no strong association between 'Long Sightedness' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Risk Avoidance' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Negligence of Financial Matters' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment.
- There is no strong association between 'Money Mania' and Organizational Commitment. (As chi-square value is not significant)
- There is no strong association between 'Insensitivity to Problems' and Organizational Commitment (As chi-square value is not significant).
- There is no strong association between 'Stagnation' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Stagnation' is concerned.
- There is no strong association between 'Tunnel Vision' and Organizational Commitment (As chi-square value is not significant).

- There is no strong association between 'Aggressive Approach to Environment' and Organizational Commitment (As chi-square value is not significant). Respondents are more or less equally distributed at 'high' and 'low' level on Organizational Commitment as far as 'Aggressive Approach to Environment' is concerned.
- There is no strong association between 'Insufficient Interaction with Environment' and Organizational Commitment (As chi-square value is not significant).

T-TEST WITH RESPECT TO THE SIX ORGANIZATIONAL HEALTH CRITERIA

- There is a significant difference between the ratings with respect to Organizational Health criteria - 'Balancing the fundamental objective of the organization'; in Engineering and Other (Textile, Glass, Seat, etc.) industries.
- There is a significant difference between the ratings with respect to Organizational Health criteria - 'Satisfying the economic needs of its organizations'; in Engineering and Chemical / Pharmaceutical industries; Engineering and Other (Textile, Glass, Seat, etc.) industries and in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.