CHAPTER – V

Analysis and Interpretation

In the earlier chapter, various details of the organisations from which the data were collected have been described. Effort has been made to collect and present the relevant information about the organisations. In this chapter, the analysis and interpretation of the data has been presented.

Various statistical tests have been used to analyse the data collected from the respondents. The effort while carrying out statistical analysis has been to make proper analysis by keeping the objectives of the study in mind. The data so analysed has been presented in the tables. Interpretation of each table is also presented

There are three type of statistical analysis which has been carried out in the present study. The presentation is accordingly in three parts.

- In the first section, simple frequency and bi-variate tables have been presented. This section covers the major statistical anlaysis which has been undertaken in this study.

- The second section includes the data, which have been processed and analysed by using the statistical analysis, chi-square test.

- The third section includes the data, which have been processed and analysed by using the statistical analysis, Analysis of Variance (ANOVA)

Table 1: Age-wise distribution of the respondents

Age	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
24-35	54	58.1	59	39.9	113	46.9
36-45	27	29.0	61	41.2	88	36.5
46 & >46	12	12.9	28	18.9	40	16.6
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of the 93 respondents in pharmaceutical organisations, 58.1% respondents are in the age group 24-35 years while 12.9% respondents are in the age group of 46 years and above. Whereas of the 148 respondents in textile organisations, 41.2% respondents are in the age group 36-45 while 39.9% respondents are in the age group 24-35 years.

Table 2 : Education-wise distribution of respondents

Education	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Up to Graduation	45	48.4	63	42.6	108	44.8
Up to Post-Graduation	42	45.2	60	40.5	102	42.3
Others	6	6.5	25	16.9	31	12.9
Total	93	100	148	100	241	100

It can be interpreted from the above table that of the 93 respondents in pharmaceutical organisations, 48.4% respondents are educated upto graduation i.e. BA, B.Com., B.Sc. etc. while 45.2% respondents are educated upto post-graduation i.e. MA, M.Com, M. Sc., MBA, MSW etc. Whereas of the 148 respondents in textile organisations 42.6% respondents are educated upto graduation while 40.5% respondents are educated upto post-graduation.

Table 3 : Category-wise distribution of respondents

Category	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Technical Supervisor	5	5.4	9	6.1	14	5.8
Technical Officer	21	22.6	17	11.5	38	15.8
Technical Executive	40	43.0	64	43.2	104	43.2
Non-tech Officer	8	8.6	20	13.5	28	11.6
Non-tech Executive	18	19.4	38	25.7	56	23.2
Total	93	100	148	100	241	100

The above table shows that of total 93 respondents in pharmaceutical organisations, 43% respondents are technical executives while 22.6% are technical officers. Whereas of total 148 respondents in textile organisations, 43.2% are technical executives while 25.7% are non-technical executives.

Table 4: Tenure-wise distribution of Respondents

Tenure in the Organization (Years)	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
5-10 Years	47	50.5	49	33.1	96	39.8
11-15 Years	25	26.88	52	35.1	77	31.9
16 & Above	21	22.5	47	31.7	68	28.2
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of the 93 respondents in pharmaceutical organisations 50.5% respondents have served in the industry between 5-10 years while 26.88% respondents have served in the industry between 11-15 years. Whereas of the 148 respondents in textile organisations 33.1% respondents have served in the industry between 5-10 years while 35.1% respondents have served the industry between 11-15 years.

Table 5: Distribution of the respondents based on the total work experience

Total Work Experience	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
5-10 Years	47	50.5	51	34.5	98	40.7
11-15 Years	33	35.5	63	42.6	96	39.8
16 & Above	13	14.0	34	23.0	47	19.5
Total	93	100	148	100	241	100

It can be interpreted from the above table that of the 93 respondents in pharmaceutical organisations 50.5% respondents have total work experience between 5-10 years while 35.5% respondents have total work experience between 11-15 years. Whereas of the 148 respondents in textile organisations 42.6% respondents have total work experience of 11-15 years and 34.5% respondents have total work experience between 5-10 years.

Table 6: Distribution of the respondents based on their Monthly Income

Monthly Income (Rs)	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
3000-7500	34	36.6	29	19.6	63	26.1
7501-15000	43	46.2	73	49.3	116	48.1
15001 & above	16	17.2	46	31.1	62	25.7
Total	93	100	148	100	241	100

The above table shows that of the 93 respondents in pharmaceutical organisations, 46.2% respondents are having monthly income between Rs.7500-15000 while 36.6% respondents have monthly income between Rs. 3000-7500. Whereas out of the 148 respondents in textile organisations, 49.3% respondents have monthly income between Rs. 7500-15000 while 31.1% respondents have monthly income more than Rs. 15000.

Organization Culture

Table 7: Procrastinate Culture

Procrastinate Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	67	72.0	99	66.9	166	68.9
High	26	28.0	49	33.1	75	31.1
Total	93	100	148	100	241	100

It can be interpreted from the above table that of the 93 respondents in pharmaceutical organisations, 72% respondents feel that low level of procrastinate culture exists in pharmaceutical organisations, whereas of the 148 respondents in textile organisations, 66.9% respondents feel that low level of procrastinate culture exists in textile organisations. In both type of industry, majority of the respondents feel that employees are not lethargic and are generally committed to work. This contradicts the widespread thinking in the corporate circles that employees in Indian industry, and especially those in textile industry, are highly indecisive, lax and lethargic. Low level of procrastinate culture helps in quick decision making.

Table 8 : Cold War Culture

Cold War Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	58	62.4	93	62.8	151	62.7
High	35	37.6	55	37.2	90	37.3
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of total 93 respondents, 62.4% respondents feel that low level of cold war culture exists in pharmaceutical organisations, whereas of 148 respondents, 62.8% respondents feel that low level of cold war culture exists in textile organisations. It suggests that low level of verbal acrimony, indulgence in politics and proxy war exists in textile and pharmaceutical industries. This leads to healthy interpersonal relationship between individuals and groups and an atmosphere of trust and co-operation in the organization.

Table 9 : Forced Loyalty Culture

Forced Loyalty Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	45	48.4	75	50.7	120	49.8
High	48	51.6	73	49.3	121	50.2
Total	93	100	148	100	241	100

The above table shows that of the 93 respondents, 51.6 % respondents feel that high level of forced loyalty culture exists in pharmaceutical organisations. Of the 148 respondents, 50.7% respondents feel that low level of forced loyalty culture exists in textile organisations. It shows that high degree of insecurity and fear exists in pharmaceutical organisations. In pharmaceutical industry the demand regarding work from employees is very high. The issues of productivity, quality is high on the organizational agenda that keeps the employees under tremendous pressure. Control being exercised to great extent the people tend to become submissive and sense of fear and insecurity looms large on them.

Table 10 : Yes Boss Culture

Yes Boss Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	47	50.5	73	49.3	120	49.8
High	46	49.5	75	50.7	121	50.2
Total	93	100	148	100	241	100

Of the 93 respondents, 50.5% respondents feel that low level of Yes Boss culture exists in pharmaceutical organisations, whereas 50.7% respondents feel that high level of Yes Boss culture exists in textile organisations. It indicates the inclination of employees in textile industry more towards being in good books of the boss by resorting to affiliation and other such strategies. In such cases, work normally takes the back seat to affiliation/affinity to boss, as a strategy to win over the boss. Such behavior is reinforced, if the strategy adopted once as an experiment, fetches positive stroke from the boss.

Table 11: Impoverished Culture

Impoverished Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	65	69.9	116	78.4	181	75.1
High	28	30.1	32	21.6	60	24.9
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of the 93 respondents in pharmaceutical organisations, 69.9% respondents feel that low level of Impoverished culture exists in pharmaceutical organisations, whereas of the 148 respondents in textile organisations, 72.8% respondents feel that low level of Impoverished culture exists in the Textile organisations. It shows that employees in both the industries widely perceive that infighting, conspiring, mudslinging and other such negative things are not at a high level in their organisations.

Table 12: Paranoid culture

Paranoid Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	67	72.0	112	75.7	179	74.3
High	26	28.0	36	24.3	62	25.7
Total	93	100	148	100	241	100

The above table shows that of the 93 respondents in pharmaceutical organisations, 72% respondents feel that low level of Paranoid culture exists in pharmaceutical organisations. Of the 148 respondents in textile organisations, 75.7% respondents feel that low level of Paranoid culture exists in textile organisations. The response indicates that employees don't perceive lack of trust, prejudice, suspicion, bias etc. existing at a high level. It is indicative of the fact that fairly good working environment and conditions exist in both the industry for the employees.

Table 13: Apathetic Culture

Avoidance Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	42	45.2	76	51.4	118	49.0
High	51	54.8	72	48.6	123	51.0
Total	93	100	148	100	241	100

Of the 93 respondents in pharmaceutical organisations, 54.8% respondents feel that high level of Apathetic culture exists in pharmaceutical organisations, whereas of the 148 respondents in textile organisations, 51.4% respondents feel that low level of Apathetic culture exists in the textile organisations. It indicates that about 45.2% employees in pharmaceutical organisations perceive that there is low degree of sensitivity and respect for sincere people, lack of perseverance, responsibility etc. It indicates the specific identification by the respondents in the pharmaceutical organisations about inappropriate practices that exist which might retard the enthusiasm.

Table 14: Cult culture

Cult Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	39	41.9	63	42.6	102	42.3
High	54	58.1	85	57.4	139	57.7
Total	93	100	148	100	241	100

Of the 93 respondents in Pharmaceutical organisations, 58.1% feel that Cult culture exists in pharmaceutical organisations, whereas of the 148 respondents in textile organisations 57.4% respondents feel that Cult culture exists in textile organisations. It indicates towards the existence of a give and take type of relationship between the employees and their boss. This approach is taken to keep all the interested/involved parties' interest intact. The basic drive for taking this approach is individual's own interest rather than interest of others and the organization at large. Such an understanding also works in situations where both superior and sub-ordinate are totally dependent on each other because of certain weakness or strength that one may possess. This approach is also taken where groupism, one-upmanship etc are prevalent.

Table 15: Dictator culture

Dictator Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	51	54.8	89	60.1	140	58.1
High	42	45.2	59	39.9	101	41.9
Total	93	100	148	100	241	100

The above table shows that of 93 respondents, 54.8% respondents feel that Dictator culture does not exist in pharmaceutical organisations. In textile organisations, of 148 respondents, 60.1% respondents feel that Dictator culture does not exist. It can be interpreted that respondents in both the industries largely feel that their organisations are not autocratic in nature, where great control is exercised by emphasizing on rules and regulations. It also points towards lesser bureaucratic control.

Table 16: Bureaucratic culture

Bureaucratic Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	56	60.2	93	62.8	149	61.8
High	37	39.8	55	37.2	92	38.2
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations, 60.2% respondents feel that Bureaucratic culture does not exist in pharmaceutical organisations, whereas out of the total 148 respondents in textile organisations 62.8% respondents feel that Bureaucratic culture does not exist in the textile organisations. Respondents in both the industries broadly feel that their organisations were not very rigid and give space for creativity and innovations. Systems are important, but are not indispensable.

Table 17: Approval culture

Approval Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	43	46.2	81	54.7	124	51.5
High	50	53.8	67	45.3	117	48.5
Total	93	100	148	100	241	100

It can be interpreted from the above table that of the 93 respondents in pharmaceutical organisations 53.8% feel that approval culture exists in pharmaceutical organisations, whereas of the 148 respondents in textile organisations, 54.7% respondents feel that Approval culture does not exist in textile industry. It means that employees in pharmaceutical organisations generally approve of what the superiors in the organization think and feel. It is not necessary that this approval would necessarily be on account of total agreement with the superiors, but may be due to general understanding or at times submission.

Table 18 : Entrepreneurial culture

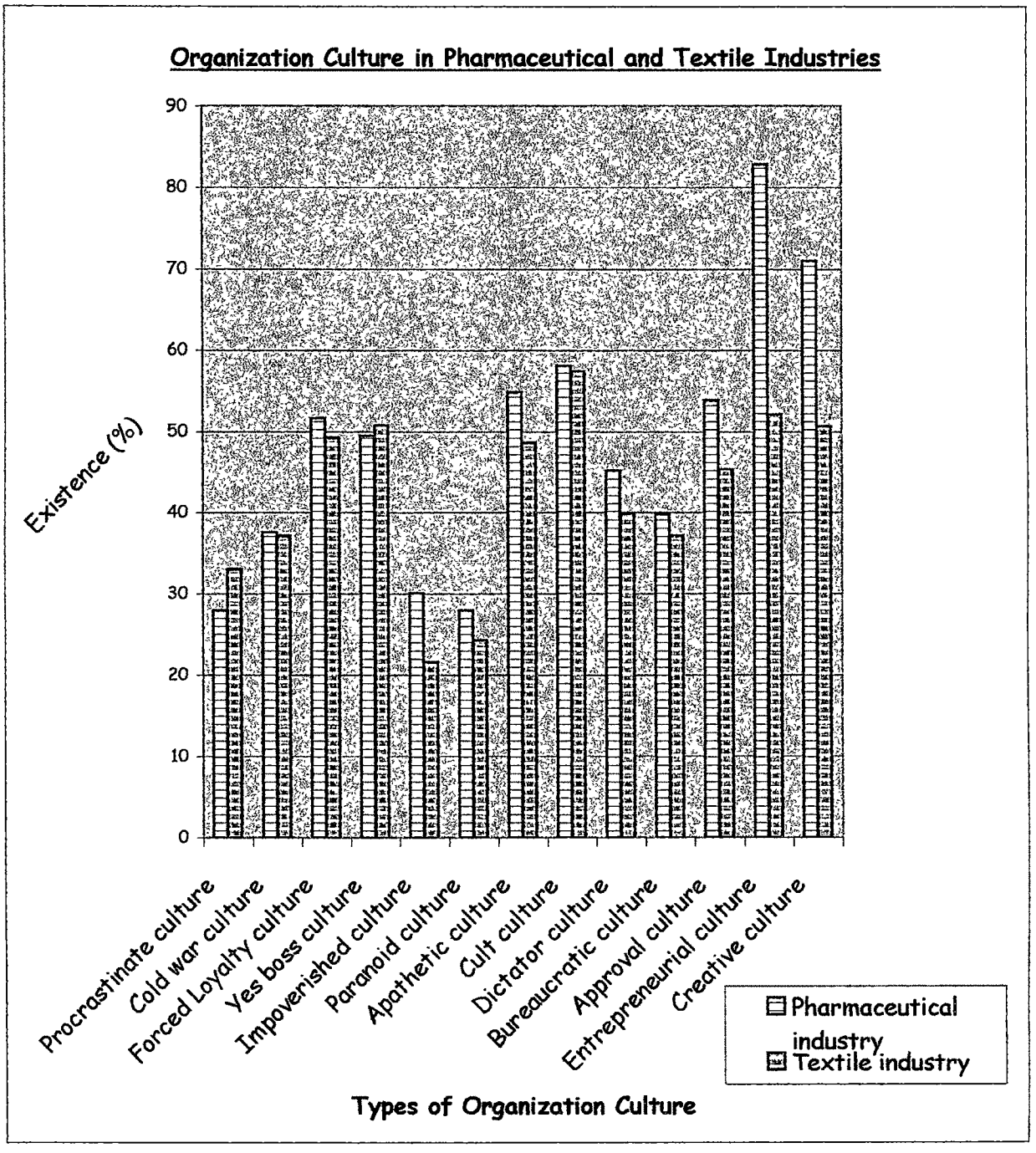
Entrepreneurial Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	16	17.2	71	47.9	87	36.1
High	77	82.8	77	52.02	154	63.9
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations, 82.8% respondents feel that entrepreneurial culture exists in pharmaceutical organisations, whereas of the 148 respondents in textile organisations 52.02% respondents feel that entrepreneurial culture exists in the textile industry. It indicates that employees collaborate with each other, are proactive and participate in decision making and group projects. From the table it can be interpreted that greater number of respondents in pharmaceutical organisations perceive the existence of entrepreneurial culture in pharmaceutical organisations compared to the respondents in textile organisations.

Table 19: Creative culture

Creative Culture	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	27	29.0	73	49.4	100	41.4
High	66	71.0	75	50.6	141	58.5
Total	93	100	148	100	241	100

The above table shows that of the total number of 93 respondents in pharmaceutical organisations 71% respondents feel that creative culture is existing, whereas out of 148 respondents in textile organisations 50.6% respondents feel that creative culture is existing. Creative culture indicates that employees want to advance and grow in their career, accept and work on the challenges, are innovative and open in their dealings. As can be seen from the table, greater percentage of respondents in pharmaceutical organisations perceive the existence of creative culture in pharmaceutical organisations compared to those in textile organisations.


Organization Culture in Pharmaceutical and Textile Industries
Existence (%)
90
80
70
60
50
40
30
20
10
0
Procrastinate culture
Cold war culture
Forced Loyalty culture
Yes boss culture
Impoverished culture
Paranoid culture
Apathetic culture
Cult culture
Dictator culture
Bureaucratic culture
Approval culture
Entrepreneurial culture
Creative culture
Pharmaceutical industry
Textile industry
Types of Organization Culture

Leadership

Table 20: Impoverished Leadership

Impoverished Leadership	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	52	55.9	87	58.8	139	57.7
High	41	44.1	61	41.2	102	42.3
Total	93	100	148	100	241	100

It can be interpreted from the above table that out of 93 respondents in pharmaceutical organisations, 55.9% feel that impoverished leadership does not exist in pharmaceutical organisations, whereas of 148 respondents in textile organisations, 58.8% respondents feel that impoverished leadership does not exist in textile organisations. Impoverished leadership is neither oriented towards people nor towards the production activity. The leader will put least effort in doing things and will continue with the traditions that have been prevailing since long. Respondents in both the industries feel that impoverished leadership does not exist in textile and pharmaceutical industries.

Table 21 : Task Oriented Leadership

Task Oriented Leadership	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	41	44.1	73	49.3	114	47.3
High	52	55.9	75	50.7	127	52.7
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of the 93 respondents, 55.9% respondents feel that task-oriented leadership is existing in pharmaceutical organisations, whereas of the total 148 respondents in textile organisations 50.7% respondents feel that task-oriented leadership is existing in the textile organisations. The task-oriented leader is totally oriented towards the production activity and controls it right from planning to execution. Concern for people becomes secondary to him. About half of the respondents in both the industries feel that leadership in their industries is task-oriented to a high degree.

Table 22: Relationship oriented Leadership

Relationship Oriented Leadership	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	27	29.0	38	25.7	65	27.0
High	66	71.0	110	74.3	176	73.0
Total	93	100	148	100	241	100

The above table shows that out of 93 respondents, 71% respondents feel that relationship oriented leadership exists in pharmaceutical organisations. Of the total 148 respondents in textile organisations, 74.3% respondents feel that relationship-oriented leadership exists in textile organisations. Such leadership is more oriented towards building relations with individuals and between groups, finding solutions by taking opinions from colleagues. Here the commitment to people takes priority to commitment to production. Nearly two-third respondents feel that relation-oriented leadership exists in their organisations.

Table 23 : Middle of the Road Leadership

Middle of the Road Leadership	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	18	19.4	41	27.7	59	24.5
High	75	80.6	107	72.3	182	75.5
Total	93	100	148	100	241	100

It can be interpreted from the above table that of 93 respondents in pharmaceutical organisations, 80.6% feel that middle-of-the-road leadership exists in pharmaceutical organisations, whereas of 148 respondents in textile organisations, 72.3% respondents feel that middle-of-the-road leadership exists in textile organisations. The approach taken by the leader following the middle path is to strike a balance for achieving the twin objectives of better productivity and good human relations. To achieve the objectives and resolve issues of conflict, the leader may resort to manipulation, adjustments, compromises etc. Majority of the respondents in both the industries perceived the prevalence of such type of leadership to a high degree.

Table 24: Team Leadership

Team Leadership	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	33	35.5	73	49.3	106	43.9
High	60	64.5	75	50.6	135	56
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of the 93 respondents in pharmaceutical organisations, 64.5% respondents feel that team leadership exists in pharmaceutical organisations, whereas out of the 148 respondents in textile organisations 50.6% respondents feel that team leadership exists in the textile organisations. Majority of the respondents in both the industries feel the leaders believe in team effort, are open to suggestions, take decisions based on discussion and deliberation with the team members, encourage participation, believes in confronting the conflicts openly and constructively.

Table 25: Authoritarian Leadership:

Authoritarian Leadership	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	62	66.7	92	62.2	154	63.9
High	31	33.3	56	37.8	87	36.1
Total	93	100	148	100	241	100

The above table shows that of 93 respondents in pharmaceutical organisations, 66.7% respondents feel that authoritarian leadership does not exist in pharmaceutical organisations. Out of 148 respondents in textile organisations, 62.2% respondents' feel that authoritarian leadership does not exist textile organisations. It indicates that leadership in both the industries is not highly power-centered, self-centered and status-centered.

Table 26: Participative Leadership

Participative Leadership	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	21	22.6	66	44.5	87	36.1
High	72	77.4	82	55.4	154	63.9
Total	93	100	148	100	241	100

It can be interpreted from the above table that of the 93 respondents in pharmaceutical organisations, 77.4% feel that participative leadership exists in pharmaceutical organisations, whereas of 148 respondents in textile organisations, 55.4% respondents feel that participative leadership exists in textile organisations. Nearly two-third of the respondents in both the industries feel that the leadership encourages individual participation and gives freedom in decision making.

Table 27 : Nurturant Leadership

Nurturant Leadership	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	14	15.1	72	48.6	86	35.6
High	79	84.9	76	51.3	155	64.3
Total	93	100	148	100	241	100

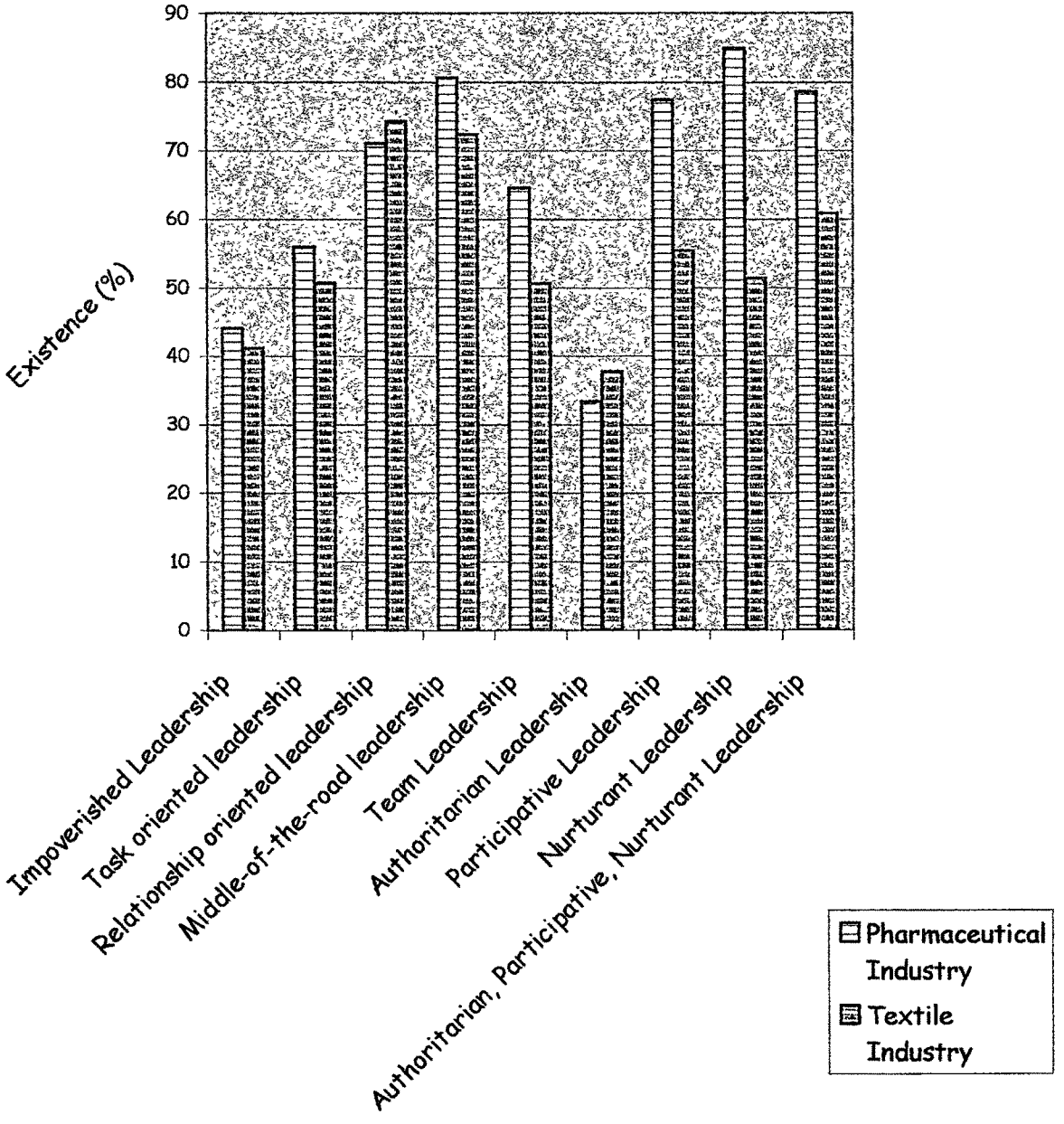
Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations; 84.9% respondents feel that nurturant leadership exists in pharmaceutical organisations, whereas of 148 respondents in textile organisations 51.3% respondents feel that nurturant leadership exists in the textile organisations. Respondents believe that leadership in their organisations believes in taking initiatives, guiding and directing the employees in meeting goals and care for the employees.

Table 28 : Authoritarian, Participative, Nurturant (APN) Leadership

APN Leadership	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	20	21.5	58	39.2	78	32.3
High	73	78.5	90	60.8	163	67.6
Total	93	100	148	100	241	100

The above table shows that of 93 respondents in pharmaceutical organisations, 78.5% respondents feel that APN leadership exists in pharmaceutical organisations, whereas of 148 respondents in textile organisations, 60.8% respondents feel that APN leadership exists in textile organisations. It can, thus, be interpreted that majority of the respondents feel that leadership in both the industries is authoritative, participative and nurturant depending upon the requirement of the situation. In a particular situation, a leader might take role of nurturant leader and in some other situation he/she may adopt authoritative leadership.

Leadership styles in Pharmaceutical and Textile Industries



Industrial Relations

Table 29 : Overall Industrial Relations

Industrial Relations	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	34	36.5	68	45.9	102	42.32
High	59	63.44	80	54.05	139	57.6
Total	93	100	148	100	241	100

It can be interpreted from the above table that out of the total 93 respondents in pharmaceutical organisations, 63.44% feel that industrial relations are cordial. Of 148 respondents in textile organisations, 54.05% respondents feel that industrial relations are cordial. It indicates towards the existence of relatively healthy atmosphere and cordial relationship between the management and unions in both the industries. The existence of healthy/cordial industrial means a healthy sign for the growth and advancement of the organization. Healthy industrial relations also might have consequences on the profitability of the organization.

Industrial Relations in Pharmaceutical and Textile Industries

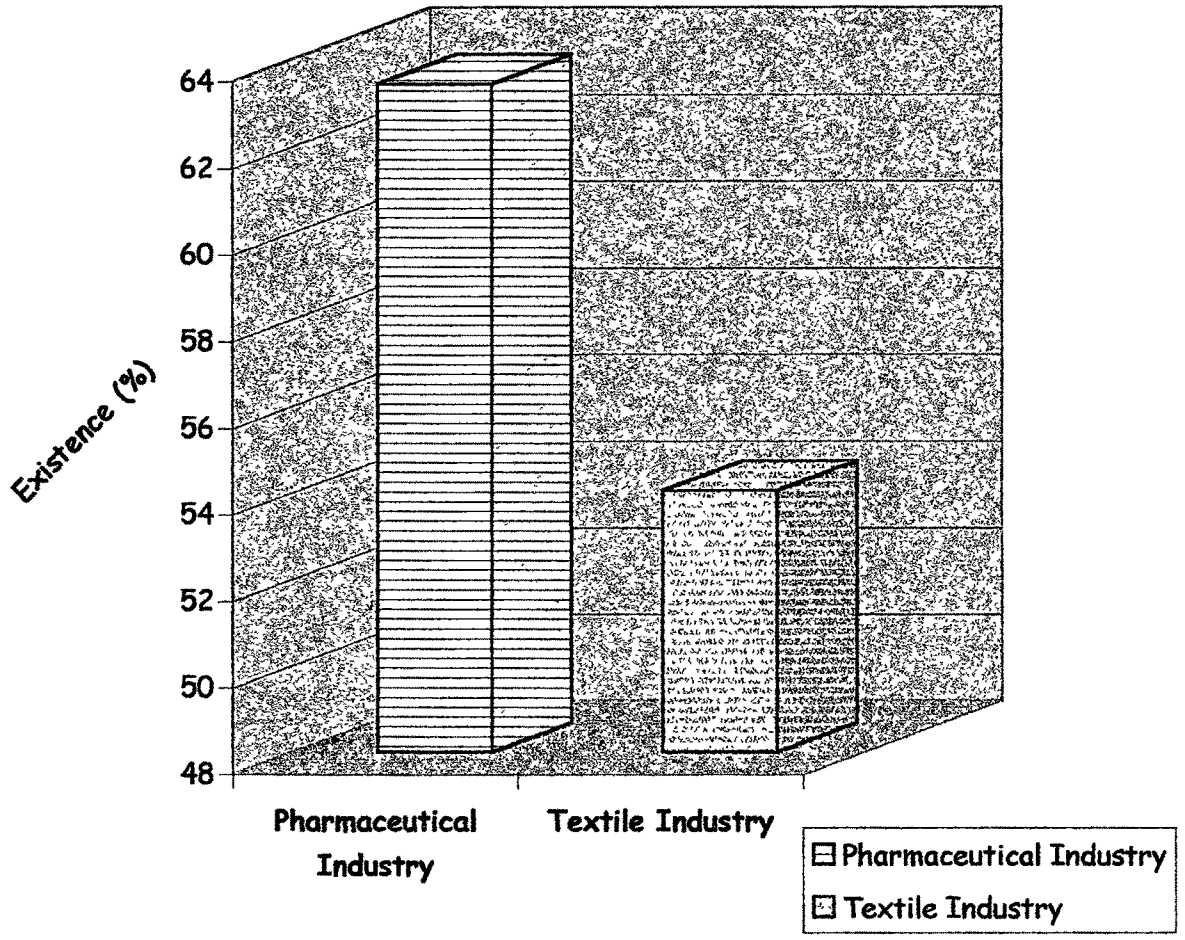


Table 30: Labour Peace

Labour Peace	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	38	40.9	64	43.2	102	42.3
High	55	59.1	84	56.8	139	57.7
Total	93	100	148	100	241	100

It can be interpreted from the above table that of 93 respondents in pharmaceutical organisations, 59.1% feel that to a great extent there has been labour peace in pharmaceutical organisations, whereas of 148 respondents in textile organisations 56.8% respondents feel that to a great extent there has been labour peace in textile organisations. It indicates that low degree of inter and intra union rivalry, lesser frequency and intensity of agitation and greater restraint practised by the union vis-à-vis hostile reactions. It indicates that the union is strong and responsible which helps in serving the best interest of the workers and the management.

Table 31: Industrial Peace

Industrial Peace	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	36	38.7	68	45.9	104	43.15
High	57	61.3	80	54.1	137	56.84
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations, 61.3% respondents indicated that to a great extent there has been industrial peace in pharmaceutical organisations in the recent past, whereas of 148 respondents in textile organisations 54.1% respondents indicated that to a great extent there has been industrial peace in textile organisations. It can, thus, be interpreted that management and union have not been resorting to unfair labour practices like strikes, lockouts, lay-off etc off late to a great extent in both the industries. It indicates that both the parties in textile and pharmaceutical organisations take constructive approach addressing various issues.

Table 32: Collective Bargaining

Collective Bargaining	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	29	31.2	68	45.94	97	40.25
High	64	68.8	80	54.05	144	59.75
Total	93	100	148	100	241	100

The above table shows that of 93 respondents in pharmaceutical organisations, 68.8% respondents feel that collective bargaining is being adopted for settling issues and disputes in pharmaceutical organisations. Of 148 respondents in textile organisations, 81.8% respondents feel that collective bargaining is being adopted for settling issues and disputes.. Respondents believe that management and union in both the industries have faith in the process of negotiation and collective bargaining to resolve outstanding issues and conflicts which would help in resolving the conflicts more constructively and helps in developing healthy industrial relations.

Table 33: Commitment to Production

Commitment to Production	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	33	35.5	69	46.6	102	42.32
High	60	64.5	79	53.3	139	57.67
Total	93	100	148	100	241	100

It can be interpreted from the above table that of 93 respondents in pharmaceutical organisations, 64.5% feel that employees are largely committed to production, whereas of 148 respondents in textile organisations, 53.3% respondents feel that employees are largely committed to production. It indicates that employees don't attack production to settle their demands are favour rational upgradation of technology. Commitment of employees to production is one of the most crucial aspect in an industry. It leads to a healthy growth of industry in the competitive environment.

Table 34 : Union-Management Relationship

Union-Management Relationship	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	38	40.9	71	47.97	109	45.22
High	55	59.1	77	52.02	132	54.78
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations, 59.1% respondents feel that union-management relationship is largely cordial, whereas of 148 respondents in textile organisations 52.02% respondents feel that union-management relationship is largely cordial. From the data it can be construed that in both the industries a relationship based on mutual trust and co-operation exists. A relationship based on trust and co-operation helps both management and union to work in the larger interest of the organization.

Table 35: Trust and Transparency

Trust & Transparency	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	30	32.3	72	48.6	102	42.32
High	63	67.7	76	51.35	139	57.6
Total	93	100	148	100	241	100

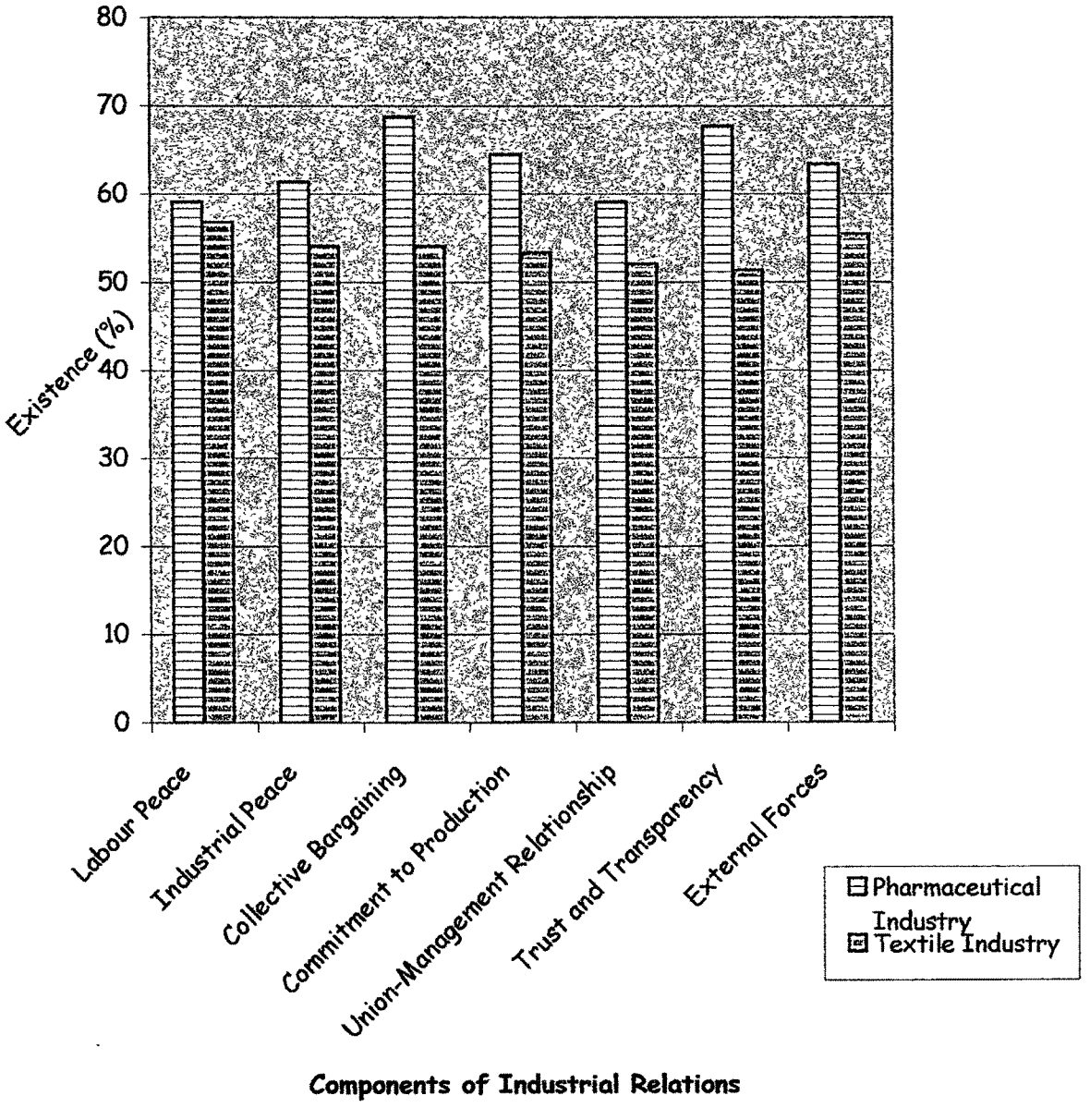
The above table shows that of 93 respondents in pharmaceutical organisations, 67.7% respondents' feel that there is high degree of trust and transparency between management, workers and union. Of the 148 respondents in textile organisations, 51.35% respondents feel that there is high degree of trust and transparency between management, workers and union. The more the trust and transparency in the relationship between the management, union and the workers the better in the working atmosphere. It would also result in healthy industrial relations.

Table 36: External forces influencing Industrial Relations

External Forces	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	34	36.6	66	44.59	100	41.49
High	59	63.4	82	55.41	141	58.51
Total	93	100	148	100	241	100

It can be interpreted from the above table that of 93 respondents in pharmaceutical organisations, 63.4% feel that external forces are not influencing industrial relations, whereas of 148 respondents in textile organisations 55.41% respondents feel that external forces are not influencing industrial relations. It indicates that the industrial relations remain healthy to a high degree even during political and market upheavals. This would mean that pharmaceutical and textile industries have a very big strength to back them even during hard times that would make them intrinsically strong to face hard times.

Components of Industrial Relations in Pharmaceutical and Textile Industries



Organizational Effectiveness

Table 37 : Organization effectiveness

Organizational Effectiveness	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	38	40.8	72	48.6	110	45.61
High	55	52.13	76	51.4	131	54.39
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations, 52.13% respondents feel that there is high degree of organization effectiveness, whereas of the 148 respondents in textile organisations 51.4% respondents feel there is high degree of organization. It can, thus, be interpreted that both the industries are, to a great extent, able to provide satisfaction to the internal customers of the organization in terms of empirically laid down criteria.

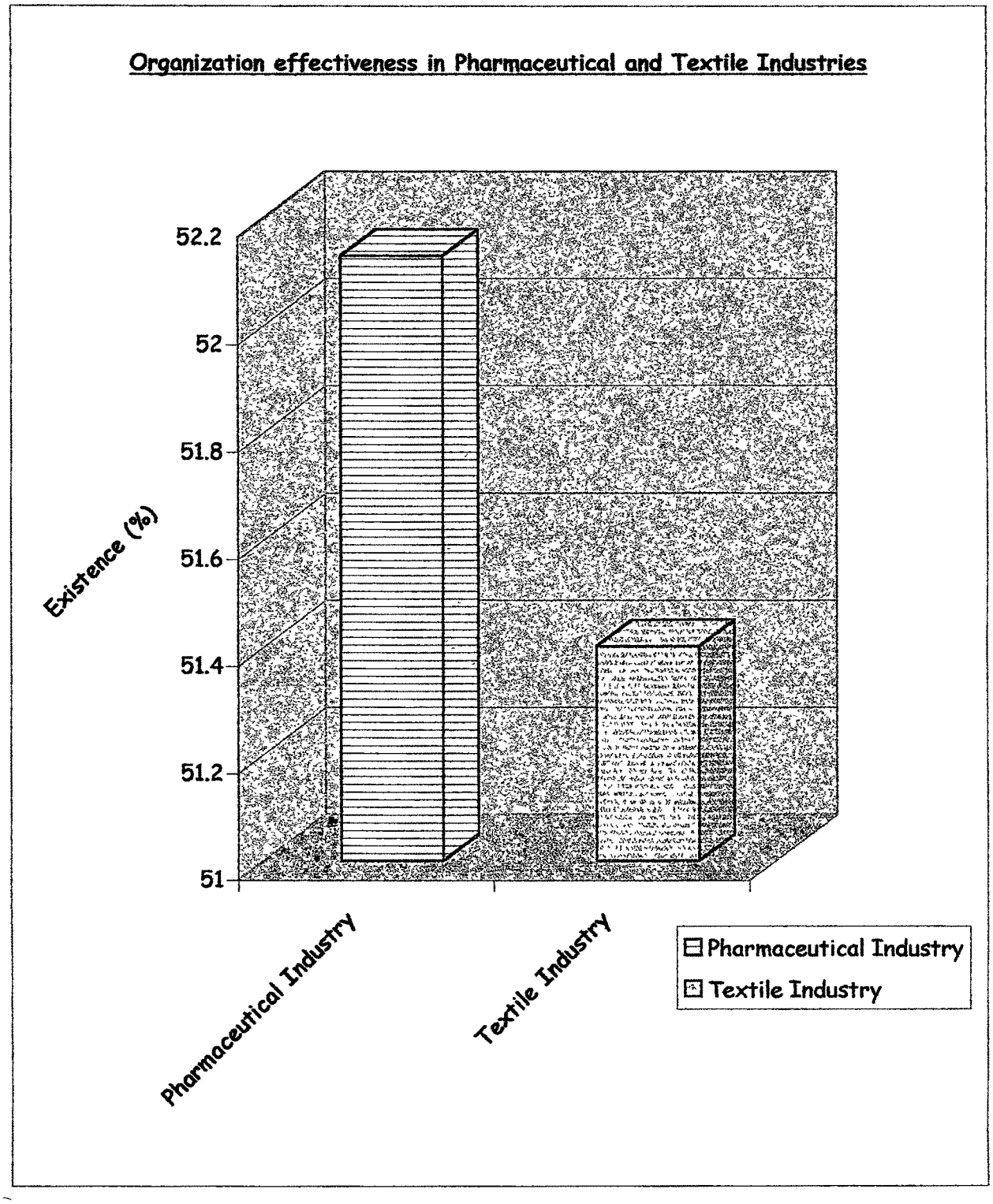

Organization effectiveness in Pharmaceutical and Textile Industries
52.2
52
51.8
51.6
51.4
51.2
51
Existence (%)
Pharmaceutical Industry
Textile Industry
Pharmaceutical Industry
Textile Industry

Table 38: Legitimization

Legitimization	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	30	32.3	51	34.5	81	33.6
High	63	67.7	97	65.5	160	66.4
Total	93	100	148	100	241	100

The above table shows that of 93 respondents in pharmaceutical organisations, 67.7% respondents feel that sub-ordinates accepted the superiors right to exercise control (Legitimization). Of 148 respondents in textile organisations 65.5% respondents feel that sub-ordinates accepted the superiors right to exercise control. If the superior is challenged about his authority to exercise control than there are chances that he might not be able to act rationally and might indulge in wrong use of the authority of control vested in him. The acceptance by sub-ordinates of the legitimate right of the superior to exercise control develops an atmosphere of mutual respect and helps the superior in exercising his control rationally.

Table 39 : Need for Independence

Need for Independence	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	33	35.41	71	48.6	105	43.56
High	60	64.59	77	51.4	136	56.43
Total	93	100	148	100	241	100

It can be interpreted from the above table that of 93 respondents in pharmaceutical organisations, 64.59% respondents liked to think independently about their job problems and act according to their own judgement and evaluations without much of supervisors interactions (need for independence). Of the 148 respondents in textile organisations, 51.39% respondents feel the same way. The initiative on part of employees to take responsibility for resolving the problems related to their job and approaching the superiors only when required, develops confidence in the employee to handle things independently and in turn provides an opportunity to the superiors to direct their energies to other important work.

Table 40: Job Involvement

Job Involvement	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	46	49.5	57	38.5	103	42.7
High	47	50.5	91	61.5	138	57.3
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations, 50.5% respondents identified themselves psychologically with their work (job involvement), whereas out of 148 respondents in textile organisations 61.5% respondents identified themselves psychologically with their work. Identifying psychologically with work indicates satisfaction and involvement of employees in their work. It also helps in doing justification to the assignment that one is handling.

Table 41: Self-control

Self-control	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	35	37.6	72	48.64	107	44.39
High	58	62.4	76	51.35	134	55.60
Total	93	100	148	100	241	100

The above table shows that of 93 respondents in pharmaceutical organisations, 62.4% respondents' are responsible towards job without managerial control (self-control). Of 148 respondents in textile organisations, 51.35% respondents are responsible towards job without managerial control. Self-control indicates the commitment of employees towards the job. The employees don't require the directions of the managers for doing their work that creates a healthy superior-subordinate relationship.

Table 42: Innovations

Innovations	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	38	40.86	68	45.94	106	43.98
High	55	59.1	80	54.06	135	56.02
Total	93	100	148	100	241	100

It can be interpreted from the above table that of 93 respondents in pharmaceutical organisations, 59.1% respondents came forward with new and creative ideas on their own to deal with the job (innovation). Whereas of the 148 respondents in textile organisations 54.06% respondents came forward with new and creative ideas on their own to deal with the job. Innovation helps in finding solutions and new ways of dealing with complex problems. It brings excitement in doing work and finding alternative approaches of doing things.

Table 43: Organizational Commitment

Organisational Commitment	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	30	32.25	71	47.97	101	41.9
High	63	67.7	77	52.02	140	58.1
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations, 67.7% respondents care for the prosperity of the organization and are willing to work for their goal (organizational commitment), whereas of the 148 respondents in textile organisations 52.02% respondents are committed to the organization and their goals. The intent of employees regarding prosperity of the organization is an important sign in growth and progress of the organization. It brings about the willingness to give hundred percent in whatever endeavor that the employees undertake.

Table 44: Organizational Attachment

Organizational Attachment	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	28	30.10	72	49.32	101	41.90
High	65	69.8	76	50.6	140	58.09
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that out of 93 respondents in pharmaceutical organisations, 69.8% respondents have the feeling of attachment to the organization, whereas of 148 respondents in textile organisations 50.6% respondents have the feeling of attachment to the organization. Attachment to one's organization indicates the feeling of identification with the organization. This feeling of attachment towards an organization means that all the actions of an individual will be taken in the best interest of the organization. Attachment generates out of owning of the organization, irrespective of its status. This feeling plays important role during the times of crisis when organization wants more and more commitment of its employees.

Table 45: Job satisfaction

Job Satisfaction	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	38	40.8	72	48.65	110	45.64
High	55	59.8	76	51.35	131	54.36
Total	93	100	148	100	241	100

It can be interpreted from the above table that of 93 respondents in pharmaceutical organisations 59.8% respondents have positive attitude towards various aspects of job. Whereas of 148 respondents in textile organisations 51.35% respondents have positive attitude towards various aspects of job. Positive attitude towards work helps an individual to take on the challenges of work. Individuals with positive attitude towards work take initiative, accept challenges, are highly committed, and are not afraid of taking more responsibility.

Table 46: Job satisfaction (work as a whole)

Job Satisfaction (Work as a whole)	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	34	36.5	78	52.7	112	46.41
High	59	63.4	70	47.2	129	53.5
Total	93	100	148	100	241	100

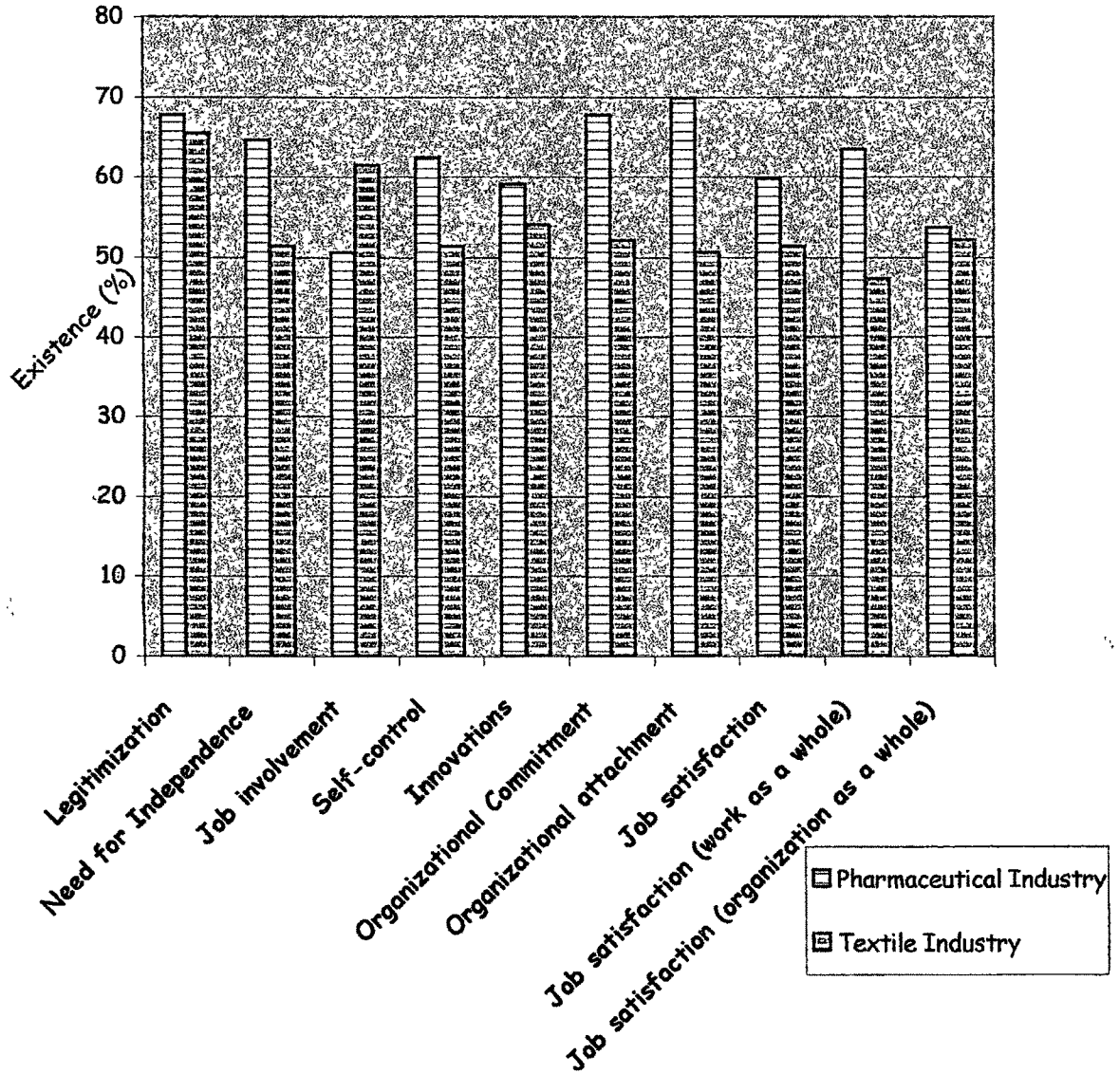
Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations 63.4% respondents have positive attitude towards work as a whole, whereas of 148 respondents in textile organisations only 47.02% respondents have positive attitude towards work as a whole. Job satisfaction in terms of work as a whole indicates complete satisfaction that an individual is able to draw from the work that he is doing. There are various facets of work which maybe explicit and implicit, defined and undefined. One may like conducting training but would not be comfortable with preparing reports or doing the administrative work required for the same. But if an employee is satisfied with all the facets of his work than it generates greater commitment from him towards his work. Respondents in pharmaceutical organisations are more satisfied in terms of work as a whole compared to respondents in textile organisations.

Table 47: Job satisfaction (Organization as a whole)

Job Satisfaction (Organization as a whole)	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	43	46.2	71	47.9	114	47.3
High	50	53.7	77	52.1	127	52.7
Total	93	100	148	100	241	100

It can be interpreted from the above table that of 93 respondents in pharmaceutical organisations 53.7% respondents have high degree of satisfaction in terms of organization as a whole, whereas of the 148 respondents in textile organisations 52.1% respondents have high degree of satisfaction in terms of organization as a whole. The degree of satisfaction in terms of organization as a whole indicates the contentment of employees' in the respective assignments/job. It would include the satisfaction with their working conditions, their relationship with superior/subordinates, with their remuneration etc. Satisfaction of employees in terms of organization as whole would result in higher commitment to the organization and the employees would always think in positive terms about their work and the organization.

Various components of Organization Effectiveness in Pharmaceutical and Textile Industries



Productivity

Table 48: Productivity

Productivity	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	32	34.41	75	50.6	107	44.4
High	61	65.59	73	49.4	134	55.6
Total	93	100	148	100	241	100

The above table shows that of 93 respondents in pharmaceutical organisations 65.59% respondents feel that productivity is high in pharmaceutical organisations. Of 148 respondents in textile organisations 50.6% respondents feel that productivity is low in textile organisations. Productivity is a very important aspect on organizational profitability and performance. It is also a major issue of conflict between the employees and the management. Most of the industrial unrest maybe attributed to the issue of productivity. Quite often once the standards of productivity are set; it becomes very difficult to change them. Management naturally demands better productivity, workers and the union generally try to ward off any attempt of increasing the productivity. Pharmaceutical industry being more modern and research and development based, the productivity levels are high. Textile industry being very old and since the productivity standards were set long time back, it has become difficult to change them and that is why the productivity is low in textile industry.

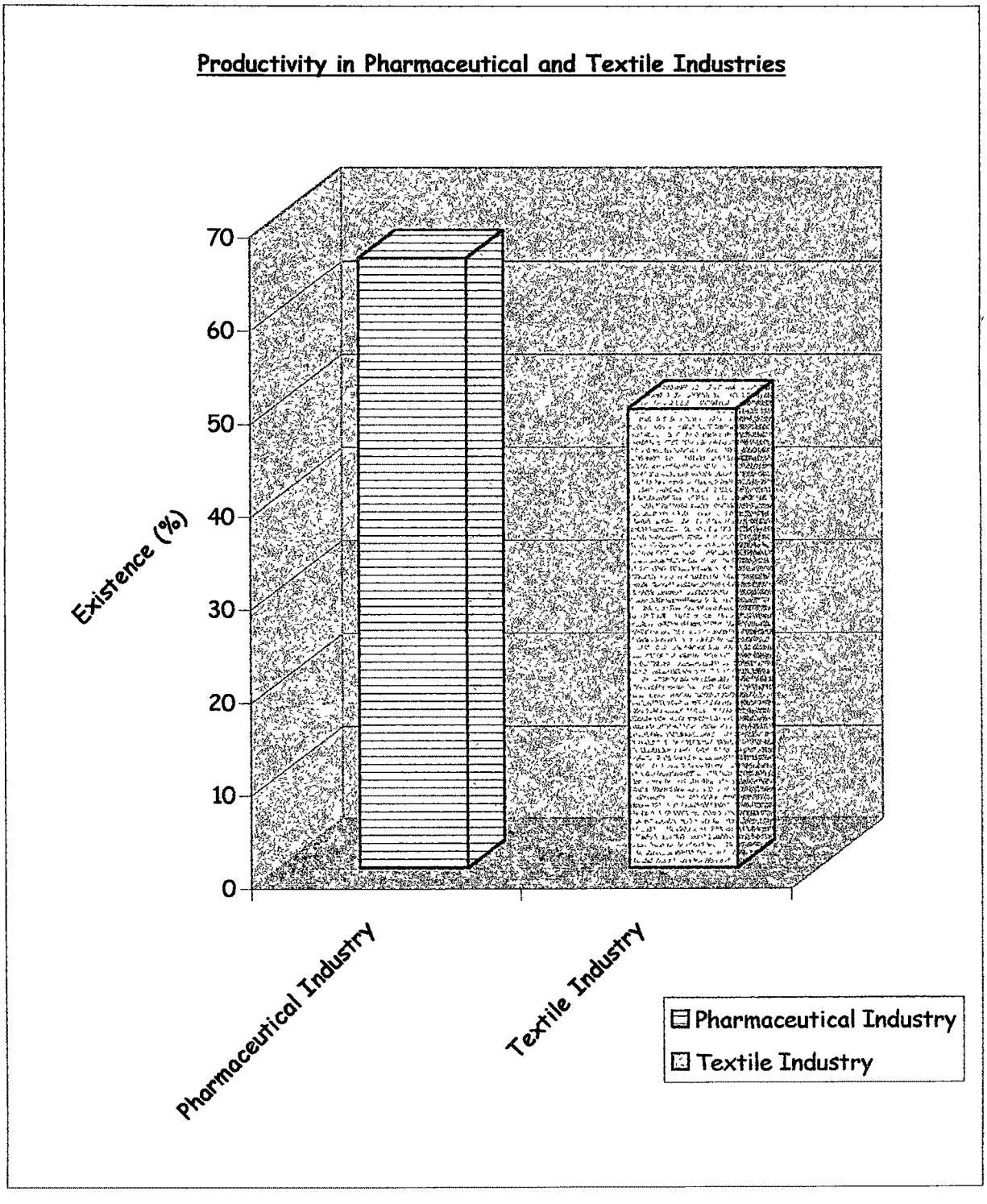

Productivity in Pharmaceutical and Textile Industries
Existence (%)
70
60
50
40
30
20
10
0
Pharmaceutical Industry
Textile Industry
Pharmaceutical Industry
Textile Industry

Table 49: Learning attitude

Learning Attitude	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	33	35.4	70	47.2	103	42.7
High	60	64.5	78	52.7	138	57.2
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations 64.5% respondents feel that employees have positive attitude towards work and keep themselves updated about the latest developments in the field, whereas of 148 respondents in textile organisations 52.7% respondents feel that employees have positive attitude towards work. To keep themselves ahead of the changes taking place vis-à-vis the work environment it is important that an individual has learning attitude to keep himself/herself updated and informed about the changes taking place. In general people have the zeal to learn, but at times loose the interest and initiative working in the same work environment and with same people etc. Keeping the interest intact needs conscious effort from one's own side and the requisite inputs by the superiors in form of training and through discussions etc. The learning attitude of people will mean that effecting changes would become easier and that employees in general are effective.

Table 50: Motivation and Morale

Motivation & Morale	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	38	40.8	81	54.7	119	49.3
High	55	59.1	67	45.2	122	50.7
Total	93	100	148	100	241	100

It can be interpreted from the above table that of 93 respondents in pharmaceutical organisations 59.1% feel that employees are motivated and their morale is high in pharmaceutical organisations, whereas of 148 respondents in textile organisations 54.7% respondents feel that employees have low motivated and morale is. Motivation and morale decide the commitment, the initiative and the perseverance that an employee will have in terms of his work. High level of motivation and morale would mean higher level of commitment; initiative and perseverance on part of the employee and low level of motivation and morale mean lower level of commitment, initiative and perseverance on part of the employee. As can be seen from the table, employees in textile industry have low degree of motivation and morale compared to employees in pharmaceutical industry.

Table 51: Discipline

Discipline	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	28	30.1	70	47.2	98	40.6
High	65	69.8	78	52.7	143	59.3
Total	93	100	148	100	241	100

The above table shows that of 93 respondents in pharmaceutical organisations 69.8% respondents feel that employees are disciplined to a high degree. Of 148 respondents in textile organisations 52.7% respondents feel that employees are disciplined to a high degree. Discipline amongst employees and in organization is a sign of trust and a sense of responsibility between the employees and the management. Discipline means respecting and following rules and regulations of the organization. But discipline does not being over strict and unreasonable in enforcement of rules and regulations by the organization. It allows reasonable amount of freedom and space for employees to feel comfortable.

Table 52: Team spirit

Team Spirit	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	40	43.1	85	57.4	125	51.8
High	53	56.9	63	42.6	116	48.2
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations 56.9% respondents feel that there is high degree of team spirit amongst the employees and in the organization, whereas of 148 respondents in textile organisations 42.6% respondents feel that there is low degree of team spirit amongst employees and in the organization. Team spirit is one of the most crucial factor and one that can be termed as providing the cutting edge to the organisations. Employees can be excellent individually, but it is their contribution in team that determines the success of organization. If individuals are also good team members, the whole team performs with great co-ordination, mission and commitment. It is lack of team spirit that is often termed as the stumbling block in Indian organisations. As can be seen from the table, there is lack of team spirit in textile industry.

Table 53: Working conditions

Working Conditions	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	14	15.1	69	46.6	83	34.4
High	79	84.9	79	53.3	158	65.6
Total	93	100	148	100	241	100

It can be interpreted from the above table that of 93 respondents in pharmaceutical organisations 84.9% feel that working conditions are good to a high degree, whereas of 148 respondents in textile organisations 53.3% respondents feel that working conditions are good to a high degree. Working conditions is one of the major areas of concern and conflict between the workers and the management. Good working conditions increase the productivity of the employees. Good working conditions also good health of the employees. Proper ventilation and provision of air through fans etc., sitting arrangements, rest rooms, canteen etc. are very vital for the productivity of the employees. Ideal equipment also helps in increasing the productivity of the employees. The table shows that respondents in pharmaceutical organization have largely stated that working conditions in their industry are good.

Table 54: Manpower utilization

Manpower Utilization	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	29	31.2	78	52.70	107	44.3
High	64	68.6	70	47.2	134	55.6
Total	93	100	148	100	241	100

The above table shows that of 93 respondents in pharmaceutical organisations 68.6% respondents feel that manpower is utilized properly to a high degree. Of 148 respondents in textile organisations 52.70% respondents feel that there is low degree of manpower utilization. Manpower utilization in most of the Indian industry is a cause of great concern. Employees are not utilized to their full potential and quite a few employees are totally under utilized. It is also the reason why the productivity is low. There is great inconsistency in the pattern of manpower utilization i.e. on many occasions the manpower in unequally distributed. The table shows that employees in textile industry are not utilized properly.

Table 55: Work Methodology

Work Methodology	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Low	43	46.2	68	45.9	111	46.1
High	50	53.76	80	54.5	130	53.9
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations 53.76% respondents feel that working methodology is appropriate to a high degree, whereas of 148 respondents in textile organisations 54.5% respondents feel that working methodology is appropriate to a high degree. The system of working and various day to day procedures that employees need to follow are often the cause of delays, conflicts and headache for the employees and their superiors. In many cases, even though employees undergo the same trouble everyday but they are not able to rectify because of various reasons and this causes daily pain to everyone in the organization. If the procedures are spelled out in a simple language and if the supervisors help the employees in executing the work with proper support and guidance, the work becomes more enjoyable and easy. The table shows that employees in both the industries are satisfied by the work methodology.

Components of Productivity in Pharmaceutical and Textile Industries

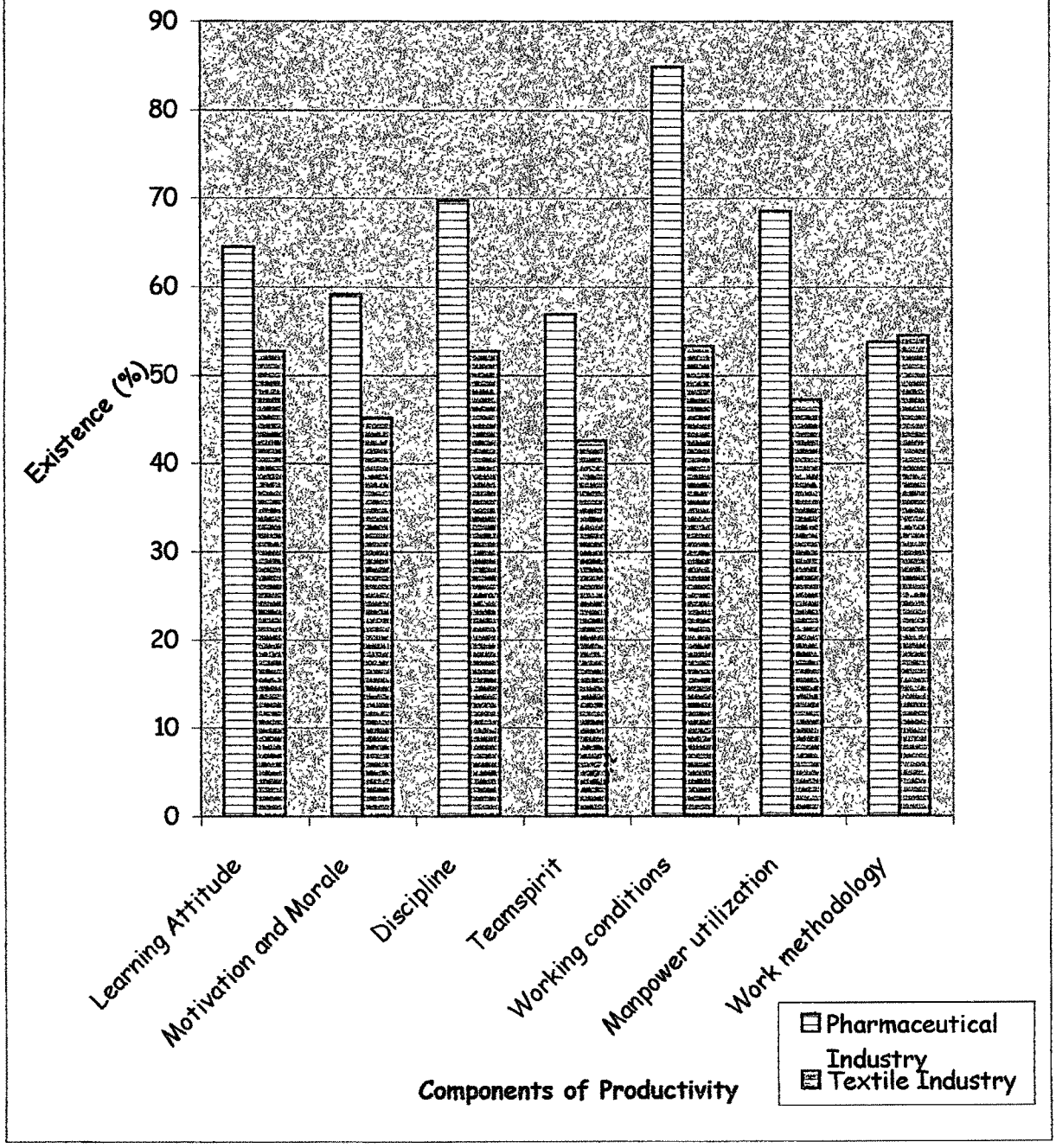


Table 56: Conflict Resolution Style

Conflict Resolution Style	Industry				Total	
	Pharmaceutical		Textile			
	N	%	N	%	N	%
Competing	2	2.2	10	6.8	12	5.0
Accommodating	52	55.9	77	52.0	129	53.5
Compromising	8	8.6	7	4.7	15	6.2
Avoiding	3	3.2	10	6.8	13	5.4
Collaborating	28	30.1	44	29.7	72	29.9
Total	93	100	148	100	241	100

Referring to the above table it can be interpreted that of 93 respondents in pharmaceutical organisations 55.9% respondents feel that managers use accommodation to resolve conflicts while 30.1% respondents feel that managers use collaboration to resolve conflicts. Of 148 respondents in textile organisations 52% respondents feel that the managers use accommodation to resolve conflicts while 29.7% respondents feel that the managers use collaboration to resolve conflicts. Conflict resolution style determines the approach that a manager takes while resolving conflicts. It is normal for managers to resort to a particular style of resolving conflict if over a period of time they come to know that the particular style brings about fruitful resolution of the conflict and is benefiting all the parties. However if the managers have some personality related problems or have hidden motives, than they might resort to the competitive or avoiding style which give rise to more conflicts.

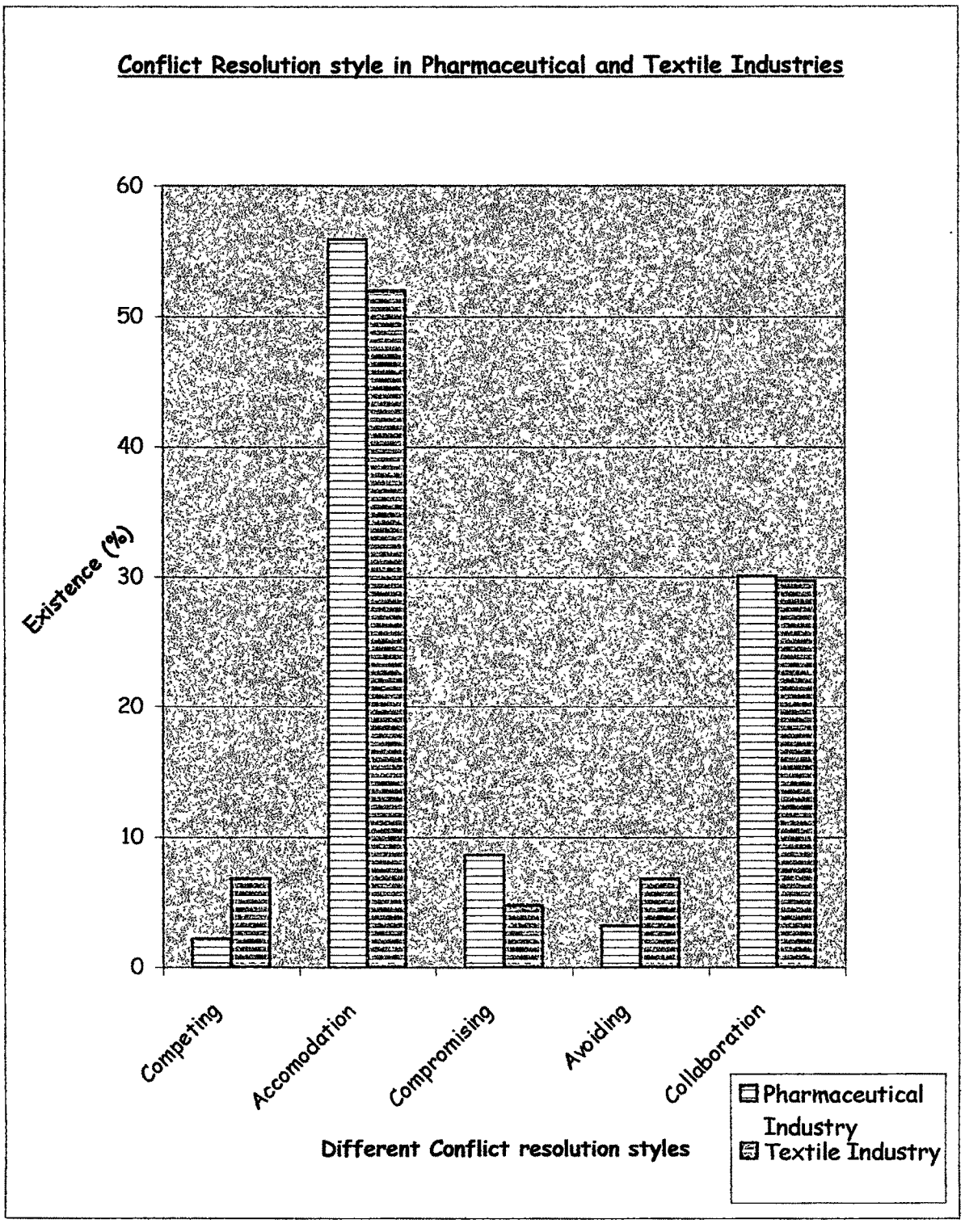

Conflict Resolution style in Pharmaceutical and Textile Industries
60
50
40
30
20
10
0
Existence (%)
Competing
Accomodation
Compromising
Avoiding
Collaboration
Different Conflict resolution styles
Pharmaceutical Industry
Textile Industry

Table 57: Age with Paranoid Culture

Paranoid Culture	Age			
	24-35	36-45	46 & >46	Row Total
Low	44	17	6	67 72.0
High	10	10	6	26 28.0
Column Total	54 58.1	27 29.0	12 12.9	93 100.0

chi-square	Value	DF	Significance
Pearson	6.38863	2	.04099
Likelihood Ratio	6.23402	2	.04429
Mantel-Haenszel Test for Linear Association	6.25930	1	.01235
Minimum Expected Frequency	3.355		
Cells with Expected Frequency < 5 – 1 of 6 (16.7%)			

Referring to the above table it can be interpreted that chi-square is significant at .05 level of confidence. It means that a significant relationship exits between the age of the respondents and paranoid culture.

Further the table shows that of 93 respondents in pharmaceutical organisations 72% respondents feel that low degree of paranoid culture exists while 28% respondents feel that high degree of paranoid culture exists in pharmaceutical organisations. 47.31% respondents in the age group 24-35 years and 18.27% respondents in the age group 36-45 years feel that low degree of paranoid culture exists while 10.75% respondents in the age group 24-35 years and 36-45 years feel that high paranoid culture exists in pharmaceutical organisations. It can, therefore, be interpreted that respondents in age group 24-35 years and 36-45 years significantly indicate towards the existence of low level of paranoid culture in pharmaceutical industry.

Table 58: Category of Respondents with Procrastinate culture

Procrastinate Culture	Category						
	Tech. Sup	Tech Officer	Tech Exec.	Non-Tech Officer	Non-Tech Exec	Others	Row Total
Low	4	10	32	5	16	-	67 72.0
High	1	11	8	3	2	1	26 28.0
Column Total	5 5.4	21 22.6	40 43.0	8 8.6	18 19.4	1 1.1	93 100.0

chi-square	Value	DF	Significance
Pearson	13.10909	5	.02238
Likelihood Ratio	12.96994	5	.02366
Mantel-Haenszel Test for Linear Association	.49042	1	.48374
Minimum Expected Frequency	.280		

Cells with Expected Frequency < 5 – 5 of 12 (41.7%)

Referring to the above table it can be interpreted that chi-square is significant at .05 level of confidence. It means that significant relationships exits between the category of the respondent employees' and procrastinate culture in pharmaceutical organisations.

Further the table shows that of 93 respondents in pharmaceutical organisations 28% feel that high level of procrastinate culture exists in the pharmaceutical organisations while 72% respondents feel that low level of procrastinate culture exists in the pharmaceutical industry. 34% technical and 17.2% non-technical executives feel that low level of procrastinate culture exists in pharmaceutical organisations while 11.8% technical officers feel that high level of procrastinate culture exists in pharmaceutical organisations. It can, therefore, be interpreted that technical and non-technical executives indicate significantly towards the existence of low level of procrastinate culture in pharmaceutical industry.

Table 59: Category of Respondents with Bureaucratic Culture

Bureaucratic Culture	Category						
	Tech. Sup	Tech Officer	Tech Exec.	Non-Tech Officer	Non-Tech Exec	Others	Row Total
Low 1.00	2	7	28	5	13		56 60.2
High 2.00	3	14	12	3	5	1	37 39.8
Column Total	5 5.4	21 22.6	40 43.0	8 8.6	18 19.4	1 1.1	93 100.0

chi-square	Value	DF	Significance
Pearson	10.54741	5	.06113
Likelihood Ratio	10.82800	5	.05490
Mantel-Haenszel Test for Linear Association	2.72413	1	.09884
Minimum Expected Frequency	.398		

Cells with Expected Frequency < 5 – 6 of 12 (50.0%)

Referring to the above table it can be interpreted that chi-square is not significant. It means that a significant relationship does not exist between the category of the respondent employees' and bureaucratic culture in pharmaceutical organisations. It can, further be, interpreted from the table that 60.2% respondents' feel that low level of bureaucratic culture exists in pharmaceutical organisations. Of these respondents, 30.1% technical executives feel that low level of bureaucratic culture exists in pharmaceutical industry.

Table 60: Total Work Experience with Avoidance Culture

Avoidance Culture	Total Experience (In Years)			
	5-10	11-15	16 & >16	Row Total
Low	26	14	2	42 45.2
High	21	19	11	51 54.8
Column Total	47 50.5	33 35.5	13 14.0	93 100.0

chi-square	Value	DF	Significance
Pearson	6.71215	2	.03487
Likelihood Ratio	7.28052	2	.02625
Mantel-Haenszel Test for Linear Association	6.27575	1	.01224
Minimum Expected Frequency	5.871		

It can be interpreted from the above table that chi-square is significant at .05 level of confidence indicating at existence of significant relationship between work experience of the respondents and avoidance culture in pharmaceutical organisations.

Of 93 respondents, 54.8% feel that high level of avoidance culture exists while 45.2% feel that low level of avoidance culture exists in pharmaceutical organisations. 22.5% respondents with work experience between 5 to 10 years and 20.4% respondents with work experience between 11 to 15 years feel that high level of avoidance culture exists while 27.9% respondents with work experience between 5 to 10 years and 15.05% respondents with work experience between 11 to 15 years feel that low level of avoidance culture exists in pharmaceutical organisations. It can be interpreted from the above that respondents with work experience between 5 to 10 years and those with work experience between 11 to 15 years indicate significantly towards the existence of avoidance culture in pharmaceutical industry.

Table 61 : Category of Employees with Middle of the road Leadership

Middle of the Road	Category						
	Tech. Sup	Tech Officer	Tech Exec.	Non-Tech Officer	Non-Tech Exec	Others	Row Total
Low	-	2	8	4	3	-	18 19.4
High	5	19	32	4	15	1	75 80.6
Column Total	5 5.4	21 22.6	40 43.0	8 8.6	18 19.4	1 1.1	93 100.0

chi-square	Value	DF	Significance
Pearson	11.57432	5	.04111
Likelihood Ratio	10.83548	5	.05474
Mantel-Haenszel Test for Linear Association	3.68221	1	.05500
Minimum Expected Frequency	.194		

Cells with Expected Frequency < 5 – 7 of 12 (58.3%)

Referring to the above table it can be interpreted that chi-square is significant at .05 level of confidence. It shows that a strong relationship exists between category of the respondents and middle of the road leadership in pharmaceutical organisations.

The table further shows that of 93 respondents, 80.6% feel that high level of middle of the road leadership exists in the organization while 19.4% feel that low level of middle of the road leadership exists in the organization. 34.4% technical executives and 20.4% technical officers feel that high level of middle of the road leadership exists while 8.6% technical executives feel that low level of middle of the road leadership exists in pharmaceutical organisations. It explains the significant relation between high level of middle of the road leadership and technical officers and executives.

Table 62: Category of Employees with Middle of the Road Leadership

Middle of the Road	Category					
	Tech. Sup	Tech Officer	Tech Exec.	Non-Tech Officer	Non-Tech Exec	Row Total
Low	5	4	11	6	15	41 27.7
High	4	13	53	14	23	107 72.3
Column Total	9 6.1	17 11.5	64 43.2	20 13.5	38 25.7	148 100.0

chi-square	Value	DF	Significance
Pearson	9.84868	4	.04306
Likelihood Ratio	9.61175	4	.04750
Mantel-Haenszel Test for Linear Association	2.72728	1	.09865
Minimum Expected Frequency	2.493		

Cells with Expected Frequency < 5 – 2 of 10 (20.0%)

Number of Missing Observations: 0

From the above table it can be seen that chi-square is significant at .05 level of confidence indicating at a significant relationship between category of the respondents and middle of the road leadership in textile organisations.

Of 148 respondents, 72.3% feel that high level of middle of the road leadership exists while 19.4% feel that low level of middle of the road leadership exists in textile organisations. 35.8% technical executives and 15.5% non-technical executives feel that high level of middle of the road leadership exists while 10.1% non-technical executives and 7.4% technical executives feel that low level of middle of the road leadership exists in the textile industry. It can, thus, be interpreted that technical and bon-technical executives significantly relate to the existence of high level of middle of the road leadership in textile industry.

Table 63: Monthly Income of the Respondents with Impoverished Leadership

Impoverished Leadership	Monthly Income (In Rs.)			
	3000-7500	7501-15000	15001 & Above	Row Total
Low	24	18	10	52 55.9
High	10	25	6	41 44.1
Column Total	34 36.6	43 46.2	16 17.2	93 100.0

chi-square	Value	DF	Significance
Pearson	6.69685	2	.03514
Likelihood Ratio	6.79096	2	.03352
Mantel-Haenszel Test for Linear Association	1.33621	1	.24770
Minimum Expected Frequency	7.054		

From the above table it can be said that chi-square is significant at .05 level of confidence. It can, thus, be interpreted that a significant relationship exists between respondents' monthly income and impoverished leadership.

The table shows that of 93 respondents 55.9% respondents feel that low degree of impoverished leadership exists in pharmaceutical organisations while 44.1% respondents feel that high degree of impoverished leadership exists in pharmaceutical organisations. 25.8% respondents with monthly income between Rs. 3000-7500 and 19.3% respondents with monthly income between Rs. 7501-15000 feel that low degree of impoverished leadership exists while 26.8% respondents with monthly income between 7501-15000 feel that high degree of impoverished leadership exists in pharmaceutical organisations. It indicates that respondents with monthly income between Rs. 3000-7500 and Rs. 7501-15000 indicate significantly towards the existence of low degree of impoverished leadership.

Table 64: Monthly Income of the Respondents with Participative Leadership

Participative Leadership	Monthly Income (In Rs.)			Row Total
	3000-7500	7501-15000	15001 & Above	
Low	13	6	2	21 22.6
High	21	37	14	72 77.4
Column Total	34 36.6	43 46.2	16 17.2	93 100.0

chi-square	Value	DF	Significance
Pearson	7.52704	2	.02320
Likelihood Ratio	7.30894	2	.02588
Mantel-Haenszel Test for Linear Association	5.85152	1	.01556
Minimum Expected Frequency	3.613		

Cells with Expected Frequency <5 – 1 of 6 (16.7%)

Referring to the above table it can be interpreted that chi-square value is significant at .05 level of confidence indicating at the existence of a significant relationship between respondents' monthly income and participative type of leadership.

Further, it can be interpreted from the table that of 93 respondents, 77.4% feel that high degree of participative leadership exists in pharmaceutical organisations while 22.6% feel that low degree of participative leadership exists in pharmaceutical organisations. 39.7% respondents with monthly income between 7501-15000 and 22.5% respondents with monthly income between Rs. 3000-7500 feel that high level of participative leadership exists in pharmaceutical organisations while 13.9% respondents with monthly income between Rs. 3000-7500 feel that low level of participative culture exists in pharmaceutical organisations. It indicates existence of significant relationship between employees with monthly income between Rs. 7501-15000 and Rs. 3000-7500 and existence of high level of participative leadership.

Table 65: Monthly Income with APN (Authoritative, Participative, Nurturant) Leadership

APN Leadership	Monthly Income (In Rs.)			
	3000-7500	7500-15000	15000 & Above	Row Total
Low	13	5	2	20 21.5
High	21	38	14	73 78.5
Column Total	34 36.6	43 46.2	16 17.2	93 100.0

chi-square	Value	DF	Significance
Pearson	8.89134	2	.01173
Likelihood Ratio	8.62432	2	.01340
Mantel-Haenszel Test for Linear Association	6.40288	1	.01139
Minimum Expected Frequency	3.441		

Cells With Expected Frequency < 5 – 1 of 6 (16.7 %)

Referring to the above table it can be interpreted that chi-square is significant at .05 level of confidence. It means that a significant relationship exists between monthly income of the respondents and APN (authoritative, participative and nurturant) leadership.

It can be further interpreted from the table that of 93 respondents, 78.5% respondents feel that high level of APN type leadership exists in pharmaceutical organisations while 21.5% respondents feel that low level of APN type of leadership exists in pharmaceutical organisations. 40.8% respondents with monthly income between Rs. 7500-15000 and 22.5% respondents with monthly income between Rs. 3000-7500 feel that APN type of leadership exists in pharmaceutical organisations. 13.9% respondents with monthly income between Rs. 3000-7500 feel that low level of APN type of leadership exists in pharmaceutical organisations. Respondents will monthly income Rs. 3000-7500 & Rs. 7501-15000 significantly relate with the existence of high level of APN leadership in pharmaceutical industry.

Table 66: Category of Respondents with Positive Discipline

Positive Discipline	Category						
	Tech. Sup	Tech Officer	Tech Exec.	Non-Tech Officer	Non-Tech Exec	Others	Row Total
Low	1	3	11	4	10	-	29 31.2
High	4	18	29	4	8	1	64 68.8
Column Total	5 5.4	21 22.6	40 43.0	8 8.6	18 19.4	1 1.1	93 100.0

chi-square	Value	DF	Significance
Pearson	10.09415	5	.07261
Likelihood Ratio	10.31993	5	.06666
Mantel-Haenszel Test for Linear Association	6.68639	1	.00971
Minimum Expected Frequency	.312		

Cells with Expected Frequency < 5 – 5 of 12 (41.7%)

It can be interpreted from the above table that chi-square is not significant. It means that category of respondents does not have any significant relationship with positive discipline in pharmaceutical industry. However, it can be interpreted that 31.1% technical executives and 19.3% technical officers feel that high degree of positive discipline exists in pharmaceutical organisations.

Table 67: Category of Respondents with Job Involvement in Textile Industry

Job Involvement	Category					
	Tech. Sup	Tech Officer	Tech Exec.	Non-Tech Officer	Non-Tech Exec	Row Total
Low	1	2	33	7	14	57 38.5
High	8	15	31	13	24	91 61.5
Column Total	9 6.1	17 11.5	64 43.2	20 13.5	38 25.7	148 100.0

chi-square	Value	DF	Significance
Pearson	12.74132	4	.01261
Likelihood Ratio	14.12187	4	.00692
Mantel-Haenszel Test for Linear Association	.01187	1	.91326
Minimum Expected Frequency	3.466		

Cells with Expected Frequency < 5 – 1 of 10 (10.0%)

Number of Missing Observations: 0

Referring to the above table it can be interpreted that chi-square is significant at .05 level of confidence. It means that a significant relationship exists between category of employees and job involvement in textile industry.

Further it can be interpreted that of 148 respondents, 38.5% respondents feel that there is low level of job involvement in textile industry while 61.5% respondents feel that there is high level of job involvement in textile industry. 35.48 technical executives and 15.05 non-technical executives feel that there is low level of job involvement in textile industry while 33.33% technical executives and 25.80% non-technical executives feel that there is high level of job involvement in textile industry. It indicates that there is a significant relationship between technical and non-technical executives and high level of job involvement in textile industry.

Table 68: Monthly Income of Respondents with Job Involvement in Textile Industry

Job Involvement	Monthly Income (In Rs.)			
	3000-7500	7501-15000	15001 & Above	Row Total
Low	7	26	24	57 38.5
High	22	47	22	91 61.5
Column Total	29 19.6	73 49.3	46 31.1	148 100.0

chi-square	Value	DF	Significance
Pearson	6.41438	2	.04047
Likelihood Ratio	6.48127	2	.03914
Mantel-Haenszel Test for Linear Association	6.27359	1	.01225
Minimum Expected Frequency	11.169		

Number of Missing Observations: 0

It can be interpreted from the above table that chi-square is significant at .05 level of confidence. It indicates that a significant relationship exists between monthly income of the respondents and job involvement.

Further it can be interpreted that of 148 respondents in textile organisations, 38.5% respondents in different income groups feel that there is low level of job involvement in textile industry while 61.5% respondents in different income groups feel that there is high level of job involvement in textile industry. 31.75% respondents in the income group Rs. 7501-15000 and 14.86% respondents in the income group of Rs. 15001 and above feel that there is high level of job involvement in textile industry. It suggests that there is a significant relationship between respondents with monthly income between Rs. 7501-15000 and high level of job involvement.

Table 69: Age of Respondents with Procrastinate Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.7908	.8954	4.1900	.0170
WITHIN GROUPS	145	30.9862	.2137		
TOTAL	147	32.7770			

GROUP	COUNT	MEAN	STAND . DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	59	1.3501	.4644	.0605	1.0000	2.0000	1.1841 TO 1.4261
GRP. 2	61	1.4426	.5008	.0641	1.0000	2.0000	1.3144 TO 105709
GRP. 3	28	1.1429	.3563	.0673	1.0000	2.0000	1.0047 TO 1.2810
TOTAL	148	1.3311	.4722	.0388	1.0000	2.0000	1.2544 TO 1.4078

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1		*	
2			
3			

The above table indicates that F value is significant at .05 level of confidence. It can, therefore be, inferred that a strong relationship exists between age of the respondents and procrastinate culture in textile industries. It can be further interpreted from the table that respondents in group 2 (mean score - 1.4426) in the age group 35 to 45 years significantly defers from respondents in group 1(mean score – 1.3501) in the age group 24-35 years. It means that the respondents in group 2 perceive procrastinate culture differently than the respondents in group 1.

Table 70 : Age With Paranoid Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.2867	.6434	3.3193	.0407
WITHIN GROUPS	90	17.4444	.1938		
TOTAL	92	18.7312			

GROUP	COUNT	MEAN	STAND . DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	54	1.1852	.3921	.0534	1.0000	2.0000	1.0782 TO 1.2922
GRP. 2	27	1.3704	.4921	.0947	1.0000	2.0000	1.1757 TO 1.5650
GRP. 3	12	1.5000	.5222	.1508	1.0000	2.0000	1.1682 TO 1.8318
TOTAL	93	1.2796	.4512	.0468	1.0000	2.0000	1.1866 TO 1.3725

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
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Referring to the above table it can be interpreted that the F value is significant at .05 level of confidence. It means that there is a strong relationship between the age of the respondents and paranoid culture in pharmaceutical organisations. It can further be interpreted that respondents in group 3 (mean score – 1.5000) with the age of 46 years and above differs significantly from respondents in group 1 (mean score – 1.1852) in the age group 24-35 years. It means respondents in group 3 perceive paranoid culture differently than the respondents in group 1.

Table 71 : Age With Entrepreneural Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	.8584	.4292	3.11801	.0491
WITHIN GROUPS	90	12.3889	.1377		
TOTAL	92	13.2473			

GROUP	COUNT	MEAN	STAND . DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	54	19074	.2926	.0398	1.0000	2.0000	1.8275 TO 1.9873
GRP. 2	27	1.7407	.4466	.0859	1.0000	2.0000	1.5641 TO 1.9174
GRP. 3	12	1.6667	.4924	.1421	1.0000	2.0000	1.3538 TO 1.9795
TOTAL	93	1.8280	.3795	.0393	1.0000	2.0000	1.7498 TO 1.9061

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			*
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It can be interpreted from the above table that F value is significant at .05 level of confidence. A strong relationship, therefore, exists between age of the respondents and presence of entrepreneurial culture in pharmaceutical organisations. It can further be interpreted that respondents in group 1(mean score – 1.9074) in the age group 24-35 years differ significantly from respondents in group 3 (mean score – 1.6667) with age 46 and above. It means that respondents in group perceive entrepreneurial culture differently than respondents in group 3.

Table 72: Education With Cold War Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.6311	.8153	3.6343	.0303
WITHIN GROUPS	90	20.1968	.2244		
TOTAL	92	21.8280			

GROUP	COUNT	MEAN	STAND . DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	45	1.5111	.5055	.0754	1.0000	2.0000	1.3592 TO 1.6630
GRP. 2	42	1.2381	.4311	.0665	1.0000	2.0000	1.1038 TO 1.3724
GRP. 3	6	1.3333	.5164	.2108	1.0000	2.0000	0.7914 TO 1.8753
TOTAL	92	1.3763	.4871	.0505	1.0000	2.0000	1.2760 TO 1.4767

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1		*	
2			
3			

From the above table it can be interpreted that F value is significant at .05 level of confidence indicating a strong relationship between education of the respondents and presence of cold war culture in pharmaceutical industry. The respondents in group 1 (mean score – 1.5111) i.e. respondents with education upto graduation significantly differ from group 2 (mean score – 1.3333) i.e. respondents with education upto post-graduation. It means that the respondents in group 1 perceive cold war culture differently than the respondents in group 2.

Table 73: Education With Bureaucratic Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	2.0414	1.0207	4.5513	.0121
WITHIN GROUPS	145	32.5194	.2243		
TOTAL	147	34.5608			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	63	1.5079	.5040	.0635	1.0000	2.0000	1.3810 TO 1.6349
GRP. 2	60	1.2667	.4459	.0576	1.0000	2.0000	1.1515 TO 1.3819
GRP. 3	25	1.2800	.4583	.0917	1.0000	2.0000	1.0908 TO 1.4692
TOTAL	148	1.3716	.4849	.0399	1.0000	2.0000	1.2929 TO 1.4504

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
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Referring to the above table it can be interpreted that F value is significant at .05 level of confidence pointing towards a significant relationship between education of the respondents and bureaucratic culture in textile organisations. Further it can be interpreted that respondents in group 1 (mean score – 1.5079) i.e. with education upto graduation significantly differ from respondents in group 2 (mean score – 1.2667) i.e. respondents with education upto post-graduation. It means that the respondents in the group 1 perceive the bureaucratic culture differently than respondents in group 2.

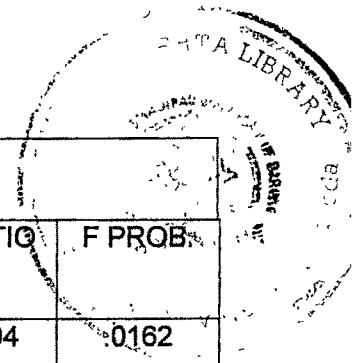

Table 74: Education With Approval Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	2.0257	1.0129	4.2394	.0162
WITHIN GROUPS	145	34.6432	.2389		
TOTAL	147	36.6689			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	63	1.5873	.4963	.0625	1.0000	2.0000	1.4623 TO 1.7123
GRP. 2	60	1.3667	.4860	.0627	1.0000	2.0000	1.2411 TO 1.4922
GRP. 3	25	1.3200	.4761	.0952	1.0000	2.0000	1.1235 TO 1.5165
TOTAL	148	1.4527	.4994	.0411	1.0000	2.0000	1.3716 TO 1.5338

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			*
2			
3			

It can be interpreted from the above table that F value is significant at .05 level of confidence indicating towards the existence of significant relationship between education of the respondents and approval culture in textile organisations. It can further be interpreted that respondents in group 1 (mean score – 1.5873) i.e. with education upto graduation differ significantly from group 3 (mean score – 1.3200) i.e. with education upto post-graduation. It means that the respondents in group 1 perceive the approval culture differently than respondents in group 3.

Table 75 : Total Work Experience With Cold War Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.7757	.8878	3.9849	.0220
WITHIN GROUPS	90	20.0523	.2228		
TOTAL	92	21.8280			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	47	1.2766	.4522	.0660	1.0000	2.0000	1.1438 TO 1.4094
GRP. 2	33	1.3939	.4962	.0864	1.0000	2.0000	1.2180 TO 1.5699
GRP. 3	13	1.6923	.4804	.1332	1.0000	2.0000	1.4020 TO 1.9826
TOTAL	93	1.3763	.4871	.0505	1.0000	2.0000	1.2706 TO 1.4767

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			*
2			
3			

The above table shows that F value is significant at .05 level of confidence indicating to existence of a significant relationship between total work experience of respondents with the cold war culture in pharmaceutical organisations. It can be inferred from the table that respondents in group 3 (mean score – 1.6923) i. e. with work experience more than 16 years significantly differ from respondents in group 1 (mean score- 1.2766) i.e. with work experience between 5 to 10 years. It means that the respondents in group 3 perceive cold war culture differently than respondents in group 1.

Table 76 : Total Work Experience With Yes Boss Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.3780	.6890	2.8356	.0639
WITHIN GROUPS	90	21.8693	.2430		
TOTAL	92	23.2473			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	47	1.4043	.4961	.0724	1.0000	2.0000	1.2586 TO 1.5499
GRP. 2	33	1.5152	.5075	.0883	1.0000	2.0000	1.3352 TO 1.6951
GRP. 3	13	1.7692	.4385	.1216	1.0000	2.0000	1.3911 TO 1.5981
TOTAL	93	1.4946	.5027	.0521	1.0000	2.0000	1.3911 TO 1.5981

* No two groups are significantly different at the .050 level.

The above table shows that F value is not significant, which means that a significant relation does not exist between Yes Boss culture and total work experience of the respondents in pharmaceutical organisations. However, from the table it can be interpreted that respondents in group 3 (mean score – 1.7692) i.e with total work experience more than 16 years differ from respondents in group 1 (mean score – 1.4043) i.e. with work experience between 5-10 years.

Table 77: Total Work Experience With Paranoid Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.8322	.9161	4.8790	.0097
WITHIN GROUPS	90	16.8990	.1878		
TOTAL	92	18.7312			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	47	1.1915	.3977	.0580	1.0000	2.0000	1.0747 TO 1.3083
GRP. 2	33	1.2727	.4523	.0787	1.0000	2.0000	1.1124 TO 1.4331
GRP. 3	13	1.6154	.5064	.1404	1.0000	2.0000	1.3094 TO 1.9214
TOTAL	93	1.2796	.4512	.0468	1.0000	2.0000	1.1866 TO 1.3725

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			*
2			
3			

Referring to the above table it can be interpreted that F value is significant at .05 level of confidence. It indicates about the existence of significant relationship between total work experience of respondents and paranoid culture in pharmaceutical organisations. It can further be interpreted that respondents in group 3 (mean score – 1.6154) i.e. with work experience more than 16 years significantly differ from group 1 (mean score – 1.1915) i.e. with work experience between 5 to 10. It means that respondents in group 3 perceive paranoid culture differently than respondents in group 1.

Table 78: Total Work Experience With Creative Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.3206	.6603	3.3310	.0402
WITHIN GROUPS	90	17.8407	.1982		
TOTAL	92	19.1613			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	47	1.8085	.3977	.0580	1.0000	2.0000	1.6917 TO 1.9253
GRP. 2	33	1.6667	.4787	.0833	1.0000	2.0000	1.4969 TO 1.8364
GRP. 3	13	1.4615	.5189	.1439	1.0000	2.0000	1.1480 TO 1.7751
TOTAL	93	1.7097	.4564	.0473	1.0000	2.0000	1.6157 TO 1.8037

(*) Denotes pairs of groups significantly different at the .050 level

	1	2	3
1			*
2			
3			

The above table shows that F value is significant at .05 level of confidence indicating towards a significant relationship between total work experience of respondents and the creative culture in pharmaceutical organisations. Further it can be inferred that respondents in group 1 (mean score – 1.8085) i.e. with total work experience between 5-10 years differ significantly from respondents in group 3 (mean score – 1.4615) i.e. respondents with work experience more then 16 years. It means that respondents in group 1 perceive creative culture differently from respondents in group 3.

Table 79: Monthly Income With Forced Loyalty Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.3820	.6910	2.8471	.0633
WITHIN GROUPS	90	21.8438	.2427		
TOTAL	92	23.2258			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	34	1.6765	.4749	.0814	1.0000	2.0000	1.5108 TO 1.8422
GRP. 2	43	1.4186	.4992	.0761	1.0000	2.0000	1.2650 TO 1.5722
GRP. 3	16	1.4375	.5123	.1281	1.0000	2.0000	1.1645 TO 1.7105
TOTAL	93	1.5161	.5024	.0521	1.0000	2.0000	1.4127 TO 1.6196

(*) No two groups are significantly different at the .050 level.

From the above table it can be interpreted that F value is not significant indicating that a significant relationship does not exist between monthly income of the respondents and Forced Loyalty culture. It can, however, be interpreted from the table that respondents in group 1 (mean score – 1.6765) i.e. with monthly income between Rs. 3000-7500 differ from respondents in group 2 (mean score – 1.4186) i.e. with monthly income between Rs. 7501-15000 in pharmaceutical industry.

Table 80: Monthly Income With Impoverished Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.8013	.9007	4.5620	.0130
WITHIN GROUPS	90	17.7686	.1974		
TOTAL	92	19.5699			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	34	1.4706	.5066	.0869	1.0000	2.0000	1.2938 TO 1.6474
GRP. 2	43	1.1628	.3735	.0570	1.0000	2.0000	1.0478 TO 1.2778
GRP. 3	16	1.3125	.4787	.1197	1.0000	2.0000	1.0574 TO 1.5676
TOTAL	93	1.3011	.4612	.0478	1.0000	2.0000	1.2061 TO 1.3961

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1		*	
2			
3			

Referring to the above table it can be interpreted that F value is significant at .05 level of confidence. The table shows that respondents in group 1 (mean score – 1.4706) i.e. with monthly income between 3000 to 7500 differ significantly from respondents in group 2 (mean score – 1.1628) i.e. respondents with monthly income between 7500 to 15000 in pharmaceutical industry. It means that respondents of group 1 perceive impoverished culture differently than respondents in group 2.

Table 81: Monthly Income With Avoidance Culture					
SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.3760	.6880	2.8591	.0625
WITHIN GROUPS	90	21.6563	.2406		
TOTAL	92	23.0323			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	34	1.6765	.4749	.0814	1.0000	2.0000	1.5108 TO 1.8422
GRP. 2	43	1.4186	.4992	.0761	1.0000	2.0000	1.2650 TO 1.5722
GRP. 3	16	1.6250	.5000	.1250	1.0000	2.0000	1.3586 TO 1.8914
TOTAL	93	1.5484	.5004	.0519	1.0000	2.0000	1.4453 TO 1.6514

(*) No two groups are significantly different at the .050 level.

Referring to the above table it can be interpreted that F value is not significant. It means that a significant relationship does not exist between monthly income of the respondents and Avoidance culture in pharmaceutical organisations. However it can be interpreted from the table that respondents in group 1 (mean score – 1.6765) with monthly income between Rs. 3000-7500 differ from respondent in group 2 (mean score – 1.4186) i.e. with monthly income between Rs. 7501-15000.

Table 82: Monthly Income With Dictator Culture

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.8301	.9151	3.8843	.0241
WITHIN GROUPS	90	21.2021	.2356		
TOTAL	92	23.0323			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	34	1.5588	.5040	.0864	1.0000	2.0000	1.3830 TO 1.7374
GRP. 2	43	1.3023	.4647	.0709	1.0000	2.0000	1.1593 TO 1.4453
GRP. 3	16	1.6250	.5000	.1250	1.0000	2.0000	1.3586 TO 1.8914
TOTAL	93	1.4516	.5004	.0519	1.0000	2.0000	1.3486 TO 1.5547

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			
2			*
3			

It can be interpreted from the above table that F value is not significant at .05 level of confidence indicating that a significant relationship exists between monthly income of the respondents and dictator culture in pharmaceutical organisations. It can further be interpreted that respondents in group 3 (mean score – 1.6250) with monthly income more than Rs. 15000 differ significantly from respondents in group 2 (mean score – 1.3023) with monthly income between Rs. 7501-15000. It means that respondents in group 3 perceive dictator culture differently than respondents in group 2.

Table 83: Age With Team Leadership

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	.8563	.4282	4.3579	.0156
WITHIN GROUPS	90	8.8426	.0983		
TOTAL	92	9.6989			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	54	1.9630	.1906	.0259	1.0000	2.0000	1.9109 TO 2.0150
GRP. 2	27	1.7778	.4237	.0805	1.0000	2.0000	1.6102 TO 1.9454
GRP. 3	12	1.7500	.4523	.1306	1.0000	2.0000	1.4626 TO 2.0374
TOTAL	93	1.8817	.3247	.0337	1.0000	2.0000	1.8149 TO 1.9486

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			*
2			
3			

Referring to the above table it can be interpreted that F value is significant at .05 level of confidence. It means that there is a significant relationship between age of the respondents and team leadership in pharmaceutical organisations. Further it can be interpreted that respondents in group 1 (mean score – 1.9630) i.e. with age between 21 to 35 years differ significantly from respondents in group 2 i.e. with the age between 36 to 45 years. It means that the respondents in group 1 perceive team leadership differently than the respondents in group 3.

Table 84: Education With Middle Of The Road Leadership

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.3247	.6623	3.5677	.0307
WITHIN GROUPS	145	26.9086	.1856		
TOTAL	147	28.2432			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	63	1.7619	.4293	.0541	1.0000	2.0000	1.6538 TO 1.8700
GRP. 2	60	1.6500	.4810	.0621	1.0000	2.0000	1.5257 TO 1.7743
GRP. 3	25	1.9200	.2769	.0554	1.0000	2.0000	1.8057 TO 2.0343
TOTAL	148	1.7432	.4383	.0360	1.0000	2.0000	1.6720 TO 1.8144

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			
2			*
3			

The above table shows that F value is significant at .05 level of confidence indicating towards a significant relationship between education of the respondents and middle of the road leadership in textile organisations. Further it can be interpreted that respondents in group 3 (mean score – 1.9200) i.e. with education other than graduation and post-graduation significantly differ from respondents in group 2 (mean score – 1.6500) i.e. with education upto post-graduation. It shows that the respondents in group 3 perceive middle-of-the-road leadership differently than respondents in group 1.

Table 85: Education With Participative Leadership

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.0722	.5361	3.5938	.0300
WITHIN GROUPS	145	21.6305	.1492		
TOTAL	147	22.7027			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	63	1.7143	.4554	.0574	1.0000	2.0000	1.5996 TO 1.8290
GRP. 2	60	1.8667	.3428	.0443	1.0000	2.0000	1.7781 TO 1.9552
GRP. 3	25	1.9200	.2769	.0554	1.0000	2.0000	1.8057 TO 2.0343
TOTAL	148	1.8108	.3930	.0323	1.0000	2.0000	1.7470 TO 1.8747

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			*
2			
3			

Referring the above table it can be interpreted that F value is significant at .05 level of significance. It means that there is a significant relationship between education of the respondents and Participative leadership in textile organisations. It can be construed from the table that respondents in group 3 (mean score – 1.9200) i.e. with education other than graduation and post-graduation differ significantly from respondents in group 1 (mean score – 1.7143) i.e. with education upto graduation. It means that respondents in group 3 perceive Participative leadership differently than respondents in group 1.

Table 86: Education With Nurturant Leadership

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	.8321	.4161	3.3707	.0371
WITHIN GROUPS	145	17.8976	.1234		
TOTAL	147	18.7279			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	63	1.8571	.3527	.0444	1.0000	2.0000	1.7683 TO 1.9460
GRP. 2	60	1.7833	.4155	.0536	1.0000	2.0000	1.6760 TO 1.8907
GRP. 3	25	2.0000	.0000	.0000	2.0000	2.0000	2.0000 TO 2.0000
TOTAL	148	1.8514	.3569	.0293	1.0000	2.0000	1.7934 TO 1.9093

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			
2			*
3			

The above table shows that F value is significant at .05 level of confidence indicating that a significant relation exists between education of the respondents and Nurturant leadership in textile industry. On further interpretation it can construed that respondents in group 3 (mean score – 2.0000) with education other than graduation and post-graduation differ significantly from respondents in group 2 (mean score – 1.7833) i.e. respondents with education other than graduation and post-graduation differs significantly from Group 1 i.e. respondents with education upto graduation . It means that respondents in group 3 perceive Nurturant leadership differently than respondents in group 2.

Table 87: Total Work Experience With Team Leadership

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	.7724	.3862	3.8937	.0239
WITHIN GROUPS	90	8.9265	.0992		
TOTAL	92	9.6989			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	47	1.9574	.2040	.0298	1.0000	2.0000	1.8975 TO 2.0174
GRP. 2	33	1.8485	.3641	.0634	1.0000	2.0000	1.7194 TO 1.9776
GRP. 3	13	1.6923	.4804	.1332	1.0000	2.0000	1.4020 TO 1.9826
TOTAL	93	1.8817	.3247	.0337	1.0000	2.0000	1.8149 TO 1.9486

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			*
2			
3			

According to the above table F value is significant al .05 level of significance indicating towards a significant relationship between total work experience of the respondents and team leadership in pharmaceutical organisations. The table further indicates that respondents in group 1 (mean score – 1.9574) i.e. with work experience between 5-10 years differ significantly from group 3 (mean score – 1.6923) i.e. with work experience more than 16 years. It means that respondents in group 1 perceive team leadership differently than the respondents in group 3.

Table 88: Total Work Experience With Nurturant Leadership

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	.7996	.3998	3.2436	.0436
WITHIN GROUPS	90	11.0929	.1233		
TOTAL	92	11.8925			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	47	1.9362	.2471	.0360	1.0000	2.0000	1.8636 TO 2.0087
GRP. 2	33	1.7879	.4151	.4151	1.0000	2.0000	1.6407 TO 1.9351
GRP. 3	13	1.6923	.4804	.1332	1.0000	2.0000	1.4020 TO 1.9826
TOTAL	93	1.8495	.3595	.0373	1.0000	2.0000	1.7754 TO 1.9235

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			*
2			
3			

The above table shows that F value is significant at .05 level of confidence. It indicates that a significant relation exists between total work experience of the respondents and nurturant leadership in pharmaceutical organisations. Further referring the table it can be interpreted that respondents in group 1 (mean score – 1.9362) with work experience between 5-10 years differ significantly from respondents in group 3 (mean score 1.6923) with work experience more than 16 years. It means that respondents in group 1 perceive nurturant leadership differently than respondents in group 3.

Table 89: Total Work Experience With Impoverished Leadership

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.2879	.6439	2.6785	.0741
WITHIN GROUPS	90	21.6369	.2404		
TOTAL	92	22.9247			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	47	1.5319	.5044	.0736	1.0000	2.0000	1.3838 TO 1.6800
GRP. 2	33	1.4848	.5075	.0883	1.0000	2.0000	1.3049 TO 1.6648
GRP. 3	13	1.8462	.3755	.1042	1.0000	2.0000	1.6192 TO 2.0731
TOTAL	93	1.5591	.4992	.0518	1.0000	2.0000	1.4563 TO 1.6619

(*) No two groups are significantly different at the .050 level.

The above table shows that F value is not significant at .05 level of confidence. A significant relation, therefore, does not exist between work experience of the respondents and impoverished leadership in pharmaceutical organisations. However from the table it can be interpreted that respondents in group 1 (mean score – 1.8462) with work experience more than 16 years differ from respondents in group 2 (mean score – 1.4848) with work experience between 11-15 years.

Table 90: Total Work Experience With Participative Leadership

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	.3424	.1712	.9680	.3837
WITHIN GROUPS	90	15.9157	.1768		
TOTAL	92	16.2581			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	47	1.8298	.3799	.0554	1.0000	2.0000	1.7182 TO 1.9413
GRP. 2	33	1.6970	.4667	.0812	1.0000	2.0000	1.5315 TO 1.8625
GRP. 3	13	1.7692	.4385	.1216	1.0000	2.0000	1.5042 TO 2.0342
TOTAL	93	1.7742	.4204	.0436	1.0000	2.0000	1.6876 TO 1.8608

(*) No two groups are significantly different at the .050 level.

The above table shows that F value is not significant. A significant relation, therefore, does not exist between work experience of the respondents and Participative leadership in pharmaceutical industry. It can, however, be interpreted from the table that respondents in group 1 (mean score – 1.8298) with work experience between 5-10 years differ from respondents in group 2 (mean score – 1.6970) with work experience between 11-15 years.

Table 91: Total Work Experience With APN (Authoritative, Participative, Nurturant) Leadership					
SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.9395	.9697	6.3430	.0026
WITHIN GROUPS	90	13.7595	.1529		
TOTAL	92	15.6989			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	47	1.8936	.3117	.0455	1.0000	2.0000	1.8021 TO 1.9851
GRP. 2	33	1.7576	.4352	.0758	1.0000	2.0000	1.6033 TO 1.9119
GRP. 3	13	1.4615	.5189	.1439	1.0000	2.0000	1.1480 TO 1.7751
TOTAL	93	1.7849	.4131	.0428	1.0000	2.0000	1.6999 TO 1.8700

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			*
2			
3			

Referring to the above table it can be interpreted that F value is significant at .01 level of confidence indicating towards a very strong relationship between work experience of the respondents and APN leadership in pharmaceutical organisations. Further it can be interpreted that respondents in group 1 (mean score – 1.8936) with work experience between 5-10 years differ significantly from respondents in group 3 (mean score – 1.4615) with the work experience more than 16 years. That shows that respondents in group 1 perceive APN type of leadership differently than respondents in group 3.

Table 92: Age With Labour Peace

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.2879	.6440	2.7357	.0702
WITHIN GROUPS	90	21.1852	.2354		
TOTAL	92	22.4731			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	54	1.3333	.4758	.0648	1.0000	2.0000	1.2035 TO 1.4632
GRP. 2	27	1.5926	.5007	.0964	1.0000	2.0000	1.3945 TO 1.7907
GRP. 3	12	1.3333	.4924	.1421	1.0000	2.0000	1.0205 TO 1.6462
TOTAL	93	1.4086	.4942	.0513	1.0000	2.0000	1.3068 TO 1.5104

(*) No two groups are significantly different at the .050 level.

The above table shows that F value is not significant at .05 level of confidence. A significant relation, therefore, does not exist between age of the respondents and labour peace in pharmaceutical organisations. It can, however, be interpreted from the table that respondents in group 2 (mean score 1.5926) between the age 36-45 years differ from respondents in group 1 (mean score – 1.3333) & group 3 (mean score – 1.3333) with age between 24-35 years and with age more than 46 years.

Table 93: Age With Collective Bargaining

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.3459	.6729	3.2542	.0432
WITHIN GROUPS	90	18.6111	.2068		
TOTAL	92	19.9570			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	54	1.6481	.4820	.0656	1.0000	2.0000	1.5166 TO 1.7797
GRP. 2	27	1.6296	.4921	.0947	1.0000	2.0000	1.4350 TO 2.0000
GRP. 3	12	2.0000	.0000	.00000	2.0000	2.0000	2.0000 TO 2.0000
TOTAL	93	1.6882	.4658	.0483	1.0000	2.0000	1.5923 TO 1.7841

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			
2			*
3			

The above table indicates that F value is significant at .05 level of confidence indicating that a significant relation exists between age of the respondents and collective bargaining in pharmaceutical organisations. It can be further interpreted from the table that respondents in group 3 (mean score – 2.0000) with age more than 46 years differ from respondents in group 2 (mean score – 1.6296) with age between 36-45 years. It means that respondents in group 3 perceive collective bargaining differently than respondents in group 2.

Table 94: Total Work Experience With External Forces

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.1394	.5697	2.9948	.0532
WITHIN GROUPS	145	27.5836	.1902		
TOTAL	147	28.7230			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	51	1.8235	.3850	.0539	1.0000	2.0000	1.7052 TO 1.9318
GRP. 2	63	1.7460	.4388	.0553	1.0000	2.0000	1.6355 TO 1.8565
GRP. 3	34	1.5882	.4996	.0857	1.0000	2.0000	1.4139 TO 1.7625
TOTAL	148	1.7365	.4420	.0363	1.0000	2.0000	1.6647 TO 1.8083

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			*
2			
3			

Referring to the above table it can be interpreted that F value is significant .05 level of confidence, which indicates about the existence of strong relation between work experience of the respondents and the influence of external forces on industrial relations in an organization in textile organisations. On further interpretation it can be seen that respondents in group 1 (mean score – 1.8235) with work experience between 2-10 years differ significantly from respondents in group 3 (mean score – 1.5882) with experience of more than 21 years. It means that respondents in group 1 perceive influence of external forces on industrial relations differently than respondents in group 3.

Table 95: Age With Innovations

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	.4406	.2033	4.1161	.0183
WITHIN GROUPS	145	7.1610	.0494		
TOTAL	147	7.5676			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	59	2.0000	.0000	.0000	2.0000	2.0000	2.0000 TO 2.0000
GRP. 2	61	1.8852	.3214	.0411	1.0000	2.0000	1.8029 TO 1.9676
GRP. 3	28	1.9643	.1890	.0357	1.0000	2.0000	1.8910 TO 2.0376
TOTAL	148	1.9459	.2269	.0187	1.0000	2.0000	1.9091 TO 1.9828

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1		*	
2			
3			

Referring to the above table it can be interpreted that F value is significant at .01 level of significance indicating that a very significant relationship exists between age of the respondents and innovations in textile organisations. Further it can be interpreted that respondents in group 1 (mean score – 2.000) in the age group 24-35 years differ significantly from respondents group 2(mean score – 1.8852) in the age group 36 to 45 years. That shows that respondents in group 1 perceive about innovations differently than respondents in group 2.

Table 96: Age With Job Satisfaction (Work As A Whole)

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	.6290	.3145	3.7742	.0267
WITHIN GROUPS	90	7.5000	.0833		
TOTAL	92	8.1290			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	54	1.0556	.2312	.0315	1.0000	2.0000	.9924 TO 1.1187
GRP. 2	27	1.2222	.4237	.0815	1.0000	2.0000	1.0546 TO 1.3898
GRP. 3	12	1.0000	.0000	.0000	1.0000	2.0000	1.0000 TO 1.0000
TOTAL	93	1.0968	.2973	.0308	1.0000	2.0000	1.0356 TO 1.1580

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			
2			*
3			

Referring to the above table it can be interpreted that F value is significant at .05 level of confidence. It means that there is a significant relationship between age of the respondents and job satisfaction (work as a whole) in pharmaceutical organisations. It can further be interpreted from the table that respondents in group 2 (mean score – 1.2222) in the age group 36-45 years differ significantly from respondents in group 3 (mean score – 1.0000) in the age group 46 years and above. It means that respondents in group 2 perceive job satisfaction differently than respondents in group 3.

Table 97: Total Work Experience With Job Involvement

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.6206	.8103	3.5149	.0323
WITHIN GROUPS	145	33.4267	.2305		
TOTAL	147	35.0473			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	51	1.7451	.4401	.0616	1.0000	2.0000	1.6213 TO 1.8689
GRP. 2	63	1.5873	.4963	.0625	1.0000	2.0000	1.4623 TO 1.7123
GRP. 3	34	1.4706	.5506	.0869	1.0000	2.0000	1.2938 TO 1.6474
TOTAL	148	1.6149	.4883	.0401	1.0000	2.0000	1.5355 TO 1.6942

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			*
2			
3			

Referring to the above table it can be interpreted that F value is significant at .05 level of confidence. It can be construed that there is a significant relationship between work experience of the respondents and job involvement in textile organisations. Further, the table indicates that respondents in group 1 (mean score – 1.7451) with work experience between 2 to 10 years differs significantly from respondents in group 3 (mean score – 1.4706) with work experience more than 21 years. It means that the respondents in group 1 perceive job involvement differently than the respondents in group 3.

Table 98: Monthly Income With Job Involvement

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.4986	.7493	3.1007	.0499
WITHIN GROUPS	90	21.7487	.2417		
TOTAL	92	23.2473			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	34	1.6471	.4851	.0832	1.0000	2.0000	1.4778 TO 1.8163
GRP. 2	43	1.3721	.4891	.0746	1.0000	2.0000	1.2216 TO 1.5226
GRP. 3	16	1.5625	.5123	.1281	1.0000	2.0000	1.2895 TO 1.8355
TOTAL	93	1.5054	.5027	.0521	1.0000	2.0000	1.4019 TO 1.6089

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1		*	
2			
3			

The above table shows that F value is significant at .05 level of confidence indicating towards a significant relationship between monthly income of the respondents and job involvement in pharmaceutical organisations. It can be further interpreted from the table that respondents in group 1 (mean score – 1.6471) with monthly income Rs. 3000-7500 differ significantly from respondents in group 2 (mean score – 1.3721) with monthly income Rs. 7501-15000. It means that respondents in group 1 perceive job involvement differently than the respondents in group 2.

Table 99: Monthly Income With Job Involvement

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.5190	.7595	3.2845	.0403
WITHIN GROUPS	145	33.5283	.2312		
TOTAL	147	35.0473			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	29	1.7586	.4355	.0809	1.0000	2.0000	1.5930 TO 1.9243
GRP. 2	73	1.6438	.4822	.0564	1.0000	2.0000	1.5313 TO 1.7563
GRP. 3	46	1.4783	.5050	.0745	1.0000	2.0000	1.3283 TO 1.6282
TOTAL	148	1.6149	.4883	.0401	1.0000	2.0000	1.5355 TO 1.6942

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			*
2			
3			

It can be interpreted from the above table that F value is significant at .05 level of confidence. It can, thus, be interpreted that there is a significant relationship between monthly income of the respondents and job involvement in textile organisations. It can be further interpreted that respondents in group 1 (mean score – 1.7586) with monthly income Rs. 3000-7500 differ significantly from respondents in group 3 (mean score – 1.4783) with Rs. 7500-15000. It means that respondents in group 1 perceive job involvement differently than respondents in group 3.

Table 100: Monthly Income With Innovations

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	.4423	.2221	4.5218	.0124
WITHIN GROUPS	145	7.1233	.0491		
TOTAL	147	7.5676			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	29	2.0000	.0000	.0000	2.0000	2.0000	2.0000 TO 2.0000
GRP. 2	73	1.8904	.3145	.0368	1.0000	2.0000	1.8170 TO 1.9638
GRP. 3	46	2.0000	.0000	.0000	2.0000	2.0000	2.0000 TO 2.0000
TOTAL	148	1.9459	.2269	.0187	1.0000	2.0000	1.9091 TO 1.9828

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
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Referring to the above table it can be interpreted that F value is significant at .05 level of confidence. It means that there is a significant relationship between monthly income of the respondents and innovations in the textile organisations. It can be seen from the table that respondents in group 3 (mean score – 2.0000) and group 1 (mean score – 2.0000) with monthly income Rs. 15001 & > and Rs. 3000-7500 respectively differ significantly from respondents in group 2 (mean score – 1.8904) with monthly income Rs. 7500 to 15000. It means that respondents in group 1 and group 3 perceive innovations differently than respondents in group 2.

Table 101: Monthly Income With Organizational Commitment

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	.2985	.1493	3.8065	.0259
WITHIN GROUPS	90	3.5294	.0392		
TOTAL	92	3.8280			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	34	1.8824	.3270	.0561	1.0000	2.0000	1.7682 TO 1.9965
GRP. 2	43	2.0000	.0000	.0000	2.0000	2.0000	2.0000 TO 2.0000
GRP. 3	16	2.0000	.0000	.0000	2.0000	2.0000	2.0000 TO 2.0000
TOTAL	93	1.9570	.2040	.0212	1.0000	2.0000	1.9150 TO 1.9990

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
1			
2	*		
3	*		

It can be interpreted from that above table that F value is significant at .05 level of confidence indicating towards the existence of a significant relationship between monthly income of the respondents and organizational commitment in pharmaceutical organisations. The table shows that respondents in group 2 (mean score – 2.0000) and group 3 (mean score – 2.0000) with income Rs. 7500 to 15000 and Rs. 15000 & > respectively differ from respondents in group 1 (1.8824) with monthly income Rs. 3000-7500. It means that the respondents of group 2 and group 3 perceive organization commitment differently than respondents in group 1.

Table 102: Monthly Income With Organizational Attachment

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	.1679	.0840	2.7627	.0685
WITHIN GROUPS	90	2.7353	.0304		
TOTAL	92	2.9032			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	34	1.9118	.2879	.0494	1.0000	2.0000	1.8113 TO 2.0122
GRP. 2	43	2.0000	.0000	.0000	2.0000	2.0000	2.0000 TO 2.0000
GRP. 3	16	2.0000	.0000	.0000	2.0000	2.0000	2.0000 TO 2.0000
TOTAL	93	1.9677	.1776	.0184	1.0000	2.0000	1.9312 TO 2.0043

(*) No two groups are significantly different at the .050 level.

Referring to the above table it can be interpreted that F value is not significant at .05 level. It indicates that a significant relationship is absent between monthly income of the respondents and organizational commitment in pharmaceutical organisations. It can, however, be interpreted from the above table that respondents in group 2 (mean score – 2.0000) and group 3 (mean score – 2.0000) with monthly income Rs. 7501-15000 and Rs. 15000 & > respectively differ in their perception about organization commitment than respondents in group 1 (mean score – 1.9118) with monthly income Rs. 3000-7500.

Table 103: Monthly Income With Job Satisfaction

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	.6560	.3280	3.9500	.0227
WITHIN GROUPS	90	7.4731	.0830		
TOTAL	92	8.1290			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	34	1.2059	.4104	.0704	1.0000	2.0000	1.0627 TO 1.3471
GRP. 2	43	1.0233	.1525	.0233	1.0000	2.0000	.9763 TO 1.0702
GRP. 3	16	1.0625	.2500	.0625	1.0000	2.0000	.9293 TO 1.1957
TOTAL	93	1.0968	.2973	.0308	1.0000	2.0000	1.0356 TO 1.1580

(*) Denotes pairs of groups significantly different at the .050 level.

	1	2	3
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It can be interpreted from that above table that F value is significant at .05 level of confidence indicating towards the existence of a significant relationship between monthly income of the respondents and job satisfaction – work as a whole in pharmaceutical organisations. The table shows that respondents in group 1 (mean score – 1.2059) with income between 3000 to 75000 differ significantly from respondents in group 2 (mean score – 1.0233) with income between 7500 to 15000. It means that respondents of group 1 perceive job satisfaction differently than respondents in group 2.

Table 104: Monthly Income With Organizational Attachment

SOURCE	D.F.	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
BETWEEN GROUPS	2	1.4205	.7103	3.6033	.0312
WITHIN GROUPS	90	17.7407	.1971		
TOTAL	92	19.1613			

GROUP	COUNT	MEAN	STAND. DEV.	STAND. ERROR	MIN.	MAX.	95 PCT CONF. INT FOR MEAN
GRP. 1	54	1.2222	.4196	.0571	1.0000	2.0000	1.1077 TO 1.3368
GRP. 2	27	1.4815	.5092	.0980	1.0000	2.0000	1.2801 TO 1.6829
GRP. 3	12	1.1667	.3892	.1124	1.0000	2.0000	.9193 TO 1.4140
TOTAL	93	1.2903	.4564	.0473	1.0000	2.0000	1.1963 TO 1.3843

(*) Denotes pairs of groups significantly different at the .050 level.

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Referring to the above table it can be interpreted that F is significant at .05 level of confidence. It indicates that a significant relationship exists between age of the respondents and job satisfaction in pharmaceutical industries. It can be further interpreted from the table that respondents in group 2 (mean score – 1.4815) in the age group 36-45 years differ significantly from respondents group 3 (mean score – 1.1667) with the age 46 & >. It means that respondents in group 2 perceive job satisfaction differently than respondents in group 3.