

CHAPTER - VI

Findings, Conclusions and Suggestions

In the fifth chapter, analysis and interpretation of the data were presented. The effort was made to analyse the data in depth by using various statistical tools. In the present chapter, an effort has been made to present the findings and the conclusions that have been drawn from the research study. At the end of the findings and conclusions, suggestions have been given, both for the practising professionals and the academicians. A Social Work Action Plan has also been presented. This will help in giving a direction to the Industrial Social Work professionals.

An effort has also been made to analyze the findings in context of the objectives of the research problem and draw conclusions from it. The chapter is organized systematically with the findings and conclusions about each researched area being discussed individually. This has been done to get a better understanding of research findings of each area individually.

Background Information

For the purpose of this study some background information about the respondents was collected. This will provide the necessary inputs to the study for e.g. how long the respondent has been working with the organization so as to know the dynamics in the organization etc.

- In pharmaceutical industry, 58% respondents are in the age group of 24-35 years and 12.9% respondents are in the age group of 46 and above. It means that very few respondents in pharmaceutical industry are in the older age group. It can be said that

there are larger number of young technicians and professionals in pharmaceutical industry.

- Of the total respondents 48% are educated upto graduation and 45% are educated upto post graduation. Most of the respondents are either commerce and science graduates or post-graduates. There are very few professionals with professionals' degrees like business management, doctorate etc. Most of the respondents are either done B.Sc. in Chemistry or have a Degree in Pharmacy.
- 43% respondents are technical executives and 22.6% are technical officers. Nearly 65% of the respondents of the present study are technical professionals. The percentage of executives in the present study is the highest i.e. 43%. The other categories of respondents include the technical and non-technical officers. These may be supervisors or other administrative and accounts officers.
- Nearly 50.5% of the respondents have been with the organization for a tenure between 5-10 years while 26.88% respondents have been with the organization for a tenure of 11-15. Nearly half of the respondents have been in the organization for less than ten years.
- Total Work experience of 50% employees is between 5-10 years and of 35.5% employees between 11-15 years. It can be said that in case of nearly half of the respondents, the present assignment is either their first one or second assignment. There is reasonably good number of respondents with work experience of more than 10 years.
- 46% respondents have a monthly income between 7501-15000 and 36.6% respondents have monthly income between 3000-7500. Since significant number of respondents are in executive cadre, the monthly income is between Rs. 7501-15000.

Quite a few respondents also have their monthly income between Rs. 3000-7500. These would mostly be the technicians.

- In organizations belonging to the textile industry, 41.2% respondents are in the age group of 36-45 years, while 39.9% respondents are in the age group of 24-35 years. In the textile industry a slightly more number of respondents are there in the age group of 36-45 years than the respondents in the age group 24-35 years. It means that there are greater numbers of respondents in the mid-age group.
- In terms of education, 42.6% respondents are graduates and 40.5% respondents are post-graduates. Most of the respondents are either engineering graduates or post-graduates. There are very few professionals with professionals' degrees like business management, doctorate etc. Most of the respondents are either done engineers and a few of them are also diploma holders. Very few respondents have a professional educational background.
- The percentage of technical executives in the respondents is 43.2% while 25.6% respondents are non-technical officers. Nearly 43% of the respondents are executives, which means that the percentage of executives among the respondents is higher compared to the other categories.
- 33.1% respondents have been in the organization for a tenure between 5-10 years whereas 35.1% respondents have been in the organization for a tenure between 11-15 years. Nearly equal number of respondents have been in the organization for a tenure between 5-10 years and 11-15 years.
- In case of total work experience 42.6% respondents have a total work experience between 11-15 years while 34.5% have a work experience between 5-10 years. In case of the textile industry there are a greater number of respondents with relatively greater work experience i.e. between 11-15 years.

- 49.3% respondents have their monthly income ranging between Rs. 7501-15000, 31.1% respondents have monthly income more than Rs. 15000. As in case of pharmaceutical industry, because more number of respondents are in the executive cadre, the monthly income of majority of the respondents is in higher range.

Conclusions

- Although there are no significant differences in the background of majority of respondents in both the industries, but certain conclusion can be drawn based on the response of the respondents.
- The response rate from supervisory category has been very low compared to officers and executives, both technical and non-technical. This is because of the fact that in both the industries and especially in textile industry most of the supervisors are either promoted from workers cadre or have been in that position for years together and have generally lost interest and motivation. Major number of respondents in both the industries are from the technical background i.e. either they are qualified engineers or science graduates.
- In terms of education, respondents have basic educational background for working in the particular industry, but in both the industries there is dearth of employees with professional education, which is very important in today's highly competitive work environment.
- In terms of total work experience, the scenario is a bit different in both the industries. While it is not significantly different, but it does indicate towards a certain trend that has been emerging in last decade or so. In case of pharmaceutical industry the number of respondents with total work experience between 5-10 years is greater than respondents in textile industry. In pharmaceutical organizations one can find quite significant number of employees are young professionals which is not very

significantly true in case of textile industry. In fact the better the blend of young and old professional, the better is the prospect of growth of an organization. This trend is more visible in pharmaceutical organizations compared to textile organizations.

- In terms of monthly income, the percentage of respondents in the income range of Rs. 7501-15000 is more in textile industry than in pharmaceutical organizations. This may be because more number of respondents in textile industry have been with the organization for more number of years and also possess greater total work experience.

Organization Culture

Based on the response of the respondents, a typical picture emerges about the type of organization culture existing in textile and pharmaceutical industries. An effort has been made to present the findings and draw conclusions with regard to the response of the respondents vis-à-vis the type of organisation culture existing in pharmaceutical and textile industries.

- In organizations belonging to pharmaceutical industry, 72% respondents have perceived existence of low level of procrastinate culture. The study found that nearly 2/3rd respondents perceive that characteristics like lethargic attitude towards, lack of initiative, lack of commitment to work etc are existing to low degree in pharmaceutical industry.
- The study found that 62.4% respondents perceive existence of low degree of cold war culture. It means existence of characteristics like verbal acrimony amongst employees, suspecting everyone and every move, indulging in politics and proxy war etc to a low degree.

- Findings indicate that 50.5% respondents perceive existence of low level of Yes Boss culture which means existence of characteristics like affiliation and affinity to boss being favoured over merit, sincerity, hard work, integrity etc. to a lower degree.
- The study indicates that 69.9% respondents have perceived existence of low level of impoverished culture. It means that nearly 2/3rd respondents have perceived that characteristics like mudslinging, conspiring, in-fighting etc. exist to a low degree.
- The study found that 72% respondents have perceived existence of low level of paranoid culture. It indicates that 2/3rd respondents perceive existence of characteristics like lack of trust, prejudice and suspicion, bias, leg-pulling etc. to a lower degree.
- 54.8% respondents perceive existence of low level of dictator culture. It indicates that autocracy, excessive reliance and emphasis on rules and regulations and irrational demands of superiors exist to a lower degree in pharmaceutical industry.
- Findings of the study indicate that 60.2% respondents have perceived existence of low level of bureaucratic culture. Existence of low level of bureaucratic culture means characteristics like rigidity, indispensability of systems, little space for innovation and creativity are existing to a low degree.
- The study found that 51.6% respondents have perceived high level of forced loyalty culture. High level of forced loyalty culture would mean existence of characteristics like insecurity, fear and submissiveness to a high degree in pharmaceutical industry.
- From the data collected from the respondents it can be observed that 54.8% respondents have perceived existence of high level of avoidance culture in pharmaceutical industry. It indicates existence of lack of sensitivity and respect for sincere people, lack of perseverance, responsibility and team spirit to a high degree.

- Finding of the study indicates that 58.1% respondents perceive existence of cult culture to a high degree in pharmaceutical industry. High degree of cult culture would mean existence of characteristics like collusion between boss and sub-ordinates, clandestine understanding and give and take approach to manage things.
- The study establishes existence of high level of approval culture in pharmaceutical industry. 53.8% respondents have perceived that approval culture is existing to a high degree. It indicates that "His master's voice is highly respected" in pharmaceutical industry. Whatever the boss or the leader says is accepted as axiomatic.
- The study found that 82.8% respondents have perceived existence of high level of entrepreneurial culture in pharmaceutical industry. High emphases on innovation, openness, accepting challenges etc. are some of the important characteristics of entrepreneurial culture.
- Finally in case of pharmaceutical industry the study indicates at existence of high level of creative culture. 71% respondents have perceived existence of high level of creative culture. Initiative on part of the employees, participation in decision making, team work and co-operation are some of the characteristics of this culture.
- Further more, the study found existence of significant relationship between age group of respondents and paranoid culture; i.e. respondents in the age group 24-35 years and 36-45 years indicate towards existence of low level of paranoid culture
- The study found existence of a significant relationship between category of respondents and procrastinate culture i.e. technical and non-technical officers indicate towards existence of low level of procrastinate culture.
- The study establishes existence of a significant relationship between category of the respondents and bureaucratic culture i.e. technical executives indicate towards existence of low level of bureaucratic culture.

- The study also found existence of a significant relationship between total work experience and avoidance culture i.e. respondents with work experience of 5-10 years and 11-15 years indicate towards existence of high level of procrastinate culture.
- The present study indicates towards existence of a significant relationship between age of the respondents and paranoid culture i.e. respondents in the age group of 24-35 years indicate strongly towards existence of low level of paranoid culture.
- The analysis of the data indicates that a significant relations exists between age group of the respondents and entrepreneurial culture. Respondents in the age group 24-35 years indicate strongly towards existence of high level of entrepreneurial culture.
- The study found that respondents with education upto graduation strongly indicate towards existence of low level of cold war culture.
- The study indicates that a significant relationship is existing between total work experience of the respondents and existence of Yes Boss culture in pharmaceutical industry i.e. respondents with total work experience of more than 16 years indicates towards existence of significant relationship with Yes Boss culture.
- Finding of the study establishes existence of a significant relation between total work experience of the respondents and creative culture. Respondents with total work experience of 5-10 years strongly indicate towards existence of creative culture.
- The respondents have perceived existence of a significant relationship between monthly income of the respondents and impoverished culture. Further the findings suggest that respondents with monthly income Rs. 3000-7500 strongly indicate towards existence of low level of impoverished culture
- The study based on the data indicates towards existence of a significant relationship between monthly income of the respondents and dictator culture i.e. respondents with

monthly income more than Rs. 15000/- indicate strongly towards existence of low level of dictator culture.

- The study found that respondents with total work experience of more than 16 years indicate strongly towards existence of low level of paranoid culture.
- The study also found that respondents with monthly income of Rs. 3000-7500 indicate towards existence of some relationship with Forced Loyalty culture and Avoidance culture.
- In organizations belonging to textile industry, 66.9% respondents have perceived existence of low level of procrastinate culture. Nearly 2/3rd respondents have perceived that characteristics like lethargic attitude towards, lack of initiative, lack of commitment to work etc are existing to low degree in textile industry.
- The study indicate existence of low level of cold war culture i.e. 62.8% respondents have perceived that cold war culture is existing to a low degree. Characteristics like verbal acrimony amongst employees, suspecting everyone and every move, indulging in politics and proxy war etc exist to a low degree in textile industry.
- In case of forced loyalty culture, 50.7% respondents have perceived that it exists to a low degree in textile industry. Low level of forced loyalty culture would mean existence of characteristics like insecurity, fear and submissiveness to a low degree in textile industry.
- The study found existence of low level of impoverished culture. 69.9% respondents perceived that low level of impoverished culture is existing in textile industry.
- 75.7% respondents perceived existence of low level of paranoid culture in textile industry. Majority of the respondents in both the industries have perceived that paranoid culture exists at low level i.e. characteristics like lack of trust, prejudice and suspicion, bias, leg-pulling etc. exist to a lower degree in textile industry.

- Nearly half the respondents i.e. 51.4% in textile industry have perceived existence of low level of avoidance culture indicating existence of characteristics like lack of sensitivity and respect for sincere people, lack of perseverance, responsibility and team spirit to a low degree.
- Findings of the study indicate that 60.1% respondents have perceived existence of low level of dictator culture in textile industry which means that autocracy, excessive reliance and emphasis on rules and regulations and irrational demands of superiors exist to a lower degree in pharmaceutical industry
- The study establishes that bureaucratic culture is existing to a low degree. 62.8% respondents perceived that characteristics like rigidity, indispensability of systems, little space for innovation and creativity are existing to a low degree.
- The study found existence of low level of approval culture with 54.7% respondents indicating that whatever the boss or the leader says is accepted as axiomatic is true to low degree.
- The data indicates that 50.7 respondents have perceived existence of high level of yes boss culture which means existence of characteristics like affiliation and affinity to boss being favoured over merit, sincerity, hard work, integrity etc. to a high degree.
- The study found that 57.4% respondents have perceived existence of high level of cult culture in textile industry. High level of cult culture means existence of characteristics like collusion between boss and sub-ordinates, clandestine understanding and give and take approach to manage things to a high degree.
- The study establishes existence of high level of entrepreneurial culture. 52.02% respondents have perceived that there is a high emphasis on innovation, openness, accepting challenges etc. in textile industry.

- It can be construed from the data that 50.6% respondents have perceived existence of high level of creative culture in textile industry. It means that high degree of initiative on part of the employees, participation in decision making, teamwork and co-operation are some of the characteristics of this culture.
- The study indicates towards existence of a significant relationship between age of respondents and procrastinate culture i.e. respondents in the age group 36-45 years strongly indicate towards existence of low level of procrastinate culture
- Findings of the study indicate that a significant relationship is existing between education of respondents and bureaucratic culture as well as approval culture i.e. the respondents with education upto graduation strongly indicate towards the existence of low level of bureaucratic and approval culture.

Conclusions:

As can be observed from the findings, respondents have given high responses in cases of different culture types. There can be different meanings that can be arrived at from the response of the respondents. An effort is made here to explore what it may be indicating at.

Respondents in both the industries have perceived existence of low level of procrastinate, cold war, impoverished, paranoid, dictator and bureaucratic culture. Of the cultural typologies identified and used in the present research, the characteristics of above mentioned culture types connote the negative and unhealthy practices, mechanisms and policies adopted in an organization. For example procrastinate culture indicates existence of lethargic attitude on part of the employees towards work, lack of initiative and commitment etc. Similarly cold war culture indicates presence of verbal acrimony, suspicion, proxy war and extreme politicking etc. Perception of respondents from both the

industries reveals that the culture types with negative characteristics don't exist at a high level. However, it does not imply total absence of these characteristics in both these industries.

Respondents in pharmaceutical industry have perceived existence of high level of creative and entrepreneurial culture. The characteristics of entrepreneurial and creative culture include openness, encouragement of innovation, accepting and working on challenges, planning things in advance, co-operating with others, team work etc. In industrial sector, pharmaceutical industry in particular has shown greater signs of experimentation, risk-taking, initiative etc. The growth of this industry complemented by extraordinary success of organizations like Glaxo, Ranbaxy, Cadilla, Dr. Reddy's Laboratories and so may other organizations is evidence of the good health of this industry. Organization culture plays a vital role in internal integration and external adaptation efforts of an organization. The findings in case of pharmaceutical industry supports the above statement.

Respondents in pharmaceutical industry have also perceived existence of forced loyalty, approval, avoidance and cult culture to a high degree. This interesting finding would mean that characteristics of above mentioned culture types are also existing in pharmaceutical industry. However, more than 2/3rd respondents have perceived existence of entrepreneurial and creative culture. It means that respondents have perceived entrepreneurial and creative cultures as dominant culture and forced loyalty, approval, avoidance and cult culture as subcultures in pharmaceutical industry. A dominant culture expresses the core values that are shared by a majority of the organization's members. Whereas subcultures are minicultures within an organization, typically defined by department designations and geographical separation (Robbins :1994).

In case of textile industry between 50-60% respondents have perceived existence of high level creative, entrepreneurial, yes boss and cult culture. Unlike pharmaceutical industry, in textile industry the perception regarding creative and entrepreneurial culture is not very significantly different from that of cult and yes boss culture. On basis of the findings of the present study it cannot be concluded that either of the above mentioned culture type is a dominant culture existing in textile industry. It indicates at the state of uncertainty in textile industry. From the study it can also be concluded that the industry has not been able to take a decisive step to stand up firmly in the competitive environment. While the data indicates that there are signs of change, but it also indicates that total commitment to establish a culture that promotes productivity and performance is still lacking.

Hypothesis 1: Entrepreneurial/ Creative culture will be existing in pharmaceutical industry.

Hypothesis 1 has been proved by the present study. As can be construed from the conclusions, high degree of entrepreneurial and creative culture is existing in pharmaceutical industry.

Leadership

Respondents have perceived existence of different leadership styles at high level and at low level. Analysing the response indicates that respondents have perceived existence of different leadership styles in pharmaceutical and textile organisations. What it indicates is present here.

- In organizations belonging to pharmaceutical industry, 55.9% respondents have perceived existence of low level of impoverished leadership i.e. concern of leadership for people and production is not at a low level.

- The study establishes that 66.7% respondents have perceived existence of low level of authoritarian leadership. Authoritarian leadership believes in controlling and checking every communication and regulates the type of interactions and relationships that should be espoused in the organization. The finding indicates that authoritarian leadership is existing to a low degree in pharmaceutical industry.
- 55.9% respondents have perceived existence of high level of task-oriented leadership in pharmaceutical industry. Task-oriented leadership believes in 'Do or Die' as far as production is concerned and in doing so handles all the activities, by using his full authority, right from planning to the execution.
- The data indicates that 71% respondents perceive existence of high level of relationship-oriented leadership in pharmaceutical industry. The leader believes in building relationships with and between groups and individuals and encourages a pleasant atmosphere in the organization.
- The study found existence of high level of middle-of-the-road leadership in pharmaceutical industry. 80.6% respondents perceived that leadership in pharmaceutical industry took a balanced approach to achieve both productivity and good human relations by compromising, manipulating and when required adjusting to resolve issues and arrive at decisions.
- 64.5% respondents perceived existence of high level of team leadership in pharmaceutical industry. The leader believes in achieving targets and accomplishing projects through a team effort and thus emphasizes on team spirit.
- The study establishes existence of high level of participative leadership in pharmaceutical industry. 77.4% respondents perceived that leadership encourages participation, gives full freedom to employees in decision-making and delegates the authority to them.

- 84.9% respondents perceived existence of high level of nurturant leadership in pharmaceutical industry. The leader takes a paternal approach and cares for employees. Believes in taking initiative, guiding and directing the employees in meeting goals.
- Findings of the study indicate that 78.5% respondents have perceived existence of high level of APN (Authoritative, Participative and Nurturant) leadership in pharmaceutical industry. The leader changes style depending upon the situation. Is authoritative when the subordinates need to be controlled closely, encourages participation when subordinates are mature enough to exercise decision making authority and is nurturant when the subordinates need support in order to develop themselves.
- The study establishes existence of a significant relationship between category of respondents and high level of middle of the road leadership in pharmaceutical industry. 34.4% technical executives and 20.4% technical officers are significantly related to existence of high level of middle of the road leadership.
- The study establishes a significant relationship between monthly income of the respondents and existence of low level of impoverished leadership in pharmaceutical industry. 25.8% respondents with monthly income between Rs. 3000-7500 and 19.3% respondents with monthly income between Rs. 7501-15000 are significantly related to existence of low level of impoverished leadership.
- Existence of significant relationship between monthly income of the respondents and participative as well as APN leadership in pharmaceutical industry has been established by the study. 39.7% and 40.8% respondents with monthly income between Rs. 7501-15000 perceive the existence of high level of participative and APN leadership respectively. While 22.5% respondents with monthly income between Rs.

3000-7500 perceive existence of high level of both participative as well as APN leadership.

- The study establishes a significant relationship between age of the respondents and team leadership in pharmaceutical industry. Respondents in age group 24-35 years are significantly related to existence of high level of team leadership in pharmaceutical organizations.
- Analysis indicates that a significant relationship exists between total work experience and team leadership, nurturant leadership and APN leadership in pharmaceutical industry. The study further establishes that respondents with total work experience of 5-10 years are significantly related to existence of high level of team leadership, nurturant leadership and APN leadership.
- The study also establishes that significant relationship does not exist between total work experience and participative as well as impoverished leadership. The absence of a significant relationship between total work experience and participative as well as impoverished leadership means that the total work experience of the respondents does not have any significant relationship with the existence of high level of participative leadership or low level of impoverished leadership in pharmaceutical organisations.
- In case of textile industry, 58.8% respondents have perceived existence of low level of impoverished leadership. It means that respondents have perceived that the leadership does not have concern for people and production at a low level.
- 62.2% respondents have perceived that leadership does not believe in controlling and checking every communication and regulating the type of interactions and relationships that should be espoused in the organization i.e. authoritarian leadership is existing at a low level in textile industry.

- The study establishes existence of high level of task-oriented leadership in textile industry. 50.7% respondents have perceived that leadership believes in 'Do or Die' as far as production is concerned and in doing so handles all the activities, by using his full authority, right from planning to the execution.
- 74.3% respondents have perceived that relationship-oriented leadership is existing to a high level in textile industry. The leader believes in building relationships with and between groups and individuals and encourages a pleasant atmosphere in the organization.
- The study establishes existence of high level of middle-of-the-road leadership in textile industry. 72.3% respondents perceived that leadership in textile industry took a balanced approach to achieve both productivity and good human relations by compromising, manipulating and when required adjusting to resolve issues and arrive at decisions.
- The findings of study indicate that 50.6% respondents have perceived that leadership in textile industry leader believes in achieving targets and accomplishing projects through a team effort and thus emphasizes on team spirit. It means that high level of team leadership exists in textile industry.
- 55.4% respondents in textile industry perceived existence of high level of participative leadership. Participative leadership encourages participation, gives full freedom to employees in decision-making and delegates the authority to them.
- The study establishes existence of high level of nurturant leadership in textile industry. 51.3% respondents have perceived that the leader takes a paternal approach and cares for employees. Believes in taking initiative, guiding and directing the employees in meeting goals.

- 60.8% respondents in textile industry have perceived existence of high level of APN leadership. The leader changes style depending upon the situation. Is authoritative when the subordinates need to be controlled closely, encourages participation when subordinates are mature enough to exercise decision making authority and is nurturant when the subordinates need support in order to develop themselves.
- Existence of significant relationship between category of respondents and middle of the road leadership has been established by the study. 35.8% technical executives and 15.5% non-technical executives are significantly related to existence of high level of middle of the road leadership.
- The study establishes existence of a significant relationship between education of the respondents and middle of the road, participative as well as nurturant leadership. Respondents with education other than graduation and post-graduation indicate significantly at the existence of high level of middle of the road, participative and nurturant leadership.

Conclusions

It can be concluded from the study that respondents in both the industries have perceived existence of different leadership styles. It is difficult to come to conclusion about which leadership style is existing in both the industries. But there seems to be consistent response in both the industries regarding existence of impoverished and authoritarian leadership to a low level. It indicates that negative leadership is existing to a low degree in both the industries.

From the data it can be construed that respondents have perceived existence of middle-of-the-road, nurturant, participative, APN and relationship-oriented leadership to a high degree in pharmaceutical industry. It can be concluded from the response that leadership

in the pharmaceutical industry is situational or convenience based in nature. The leader uses relationship building, nurturance, authority and participation depending upon the situation to get the results. While this type of leadership would be appropriate in most of the situations, but it would depend to a great extent upon the leader's judgement about which leadership style needs to be used in a given situation.

In case of textile industry, it can be concluded based on the perception of the respondents that relationship-oriented, middle-of-the-road and APN leadership style is being used by the leaders in varying degree. While middle-of-the-road and APN leadership style are similar in some context, the relationship-oriented leadership is more based on the leadership's conviction in getting things done and disputes resolved through developing good relations. The data indicates existence of relationship-oriented and the middle-of-the-road leadership to a greater extent than other leadership styles.

Hypothesis 2: APN (Authoritative, Participative and Nurturant) leadership will be existing in pharmaceutical industry.

The study has found existence of high degree of APN leadership in pharmaceutical industry and so the hypothesis has been proved. However, the study also found existence of different leadership styles existing to a high degree. It leads to the conclusion that the leaders may be adopting situational leadership style to deal in different situations.

Industrial Relations

Presented below are the findings vis-à-vis industrial relations in both the industries. Industrial relations plays a crucial factor in the management-worker peaceful co-existence.

- In case of pharmaceutical industry 59.1% respondents and in case of textile industry 56.8% respondents have perceived existence of high level of labour peace i.e. the

degree to which the management practices restraint in following a punitive approach in establishing discipline and discourages autocratic supervision and the role of union in discouraging indiscipline in the organization.

- 61.3% respondents in pharmaceutical industry and 54.1% in textile industry have perceived existence of high level of industrial peace in pharmaceutical industry. It means that management resorts to lay-off/ lockouts and union resorts to strike for resolution of conflicts to a low degree.
- The study found high degree of reliance on collective bargaining in pharmaceutical and textile industry. 68.8% respondents and 54.05% respondents in textile industry perceived that both, management and union, had faith in collective bargaining for resolution of disputes, settlement of demands and for maintaining discipline in the organization.
- 64.5% respondents in pharmaceutical industry and 53.3% respondents in textile industry perceived that there is high level of commitment to production. It indicates high level of restraint practised by union and the workmen in not attacking the production to settle their demands and favouring rational upgradation of production technology and in not withholding their efforts.
- The study establishes that 59.1% respondents in pharmaceutical industry and 52.02% respondents in textile industry perceived that there is high level of trust and co-operations between union and management i.e. harmonious union-management relationship.
- It can be observed from the data that 67.7% respondents in pharmaceutical industry and 51.35% respondents in textile industry have perceived high level of trust and transparency. It indicates existence of trust between management and the employees and high degree of employees participation in decision making process.

- The study found that 63.4% respondents in pharmaceutical industry and 55.41% respondents in textile industry perceived that industrial relations are influenced to a low degree by external factors like political upheavals and market changes.
- The study establishes existence of a significant relationship between category of the respondents and high level of positive discipline. 31.1% technical executives and 19.3% technical officers have perceived existence of high level of discipline in pharmaceutical industry.
- The study establishes a significant relationship between age of the respondents and collective bargaining in pharmaceutical industry. Respondents in the age group of more than 46 years (mean score – 2.000) perceive collective bargaining differently than respondents in the age group of 24-35 years and 36-45 years i.e. respondents in the age group of 46 years and above perceive existence of high level of collective bargaining compared to the respondents in other age groups.
- Furthermore, the study establishes existence of a significant relationship between total work experience and influence of external forces on industrial relations. Respondents with total work experience 5-10 years perceive influence of external forces on industrial relations differently than respondents with total work experience of 11-15 years and respondents with total work experience of more than 16 years i.e. respondents with total work experience of 5-10 years perceive that external forces influence industrial relations to a high degree.

Conclusions

It can be concluded from the study that the industrial relations in pharmaceutical industry are more co-ordial than in textile industry. Based on respondents' perception about various industrial relations variables, it can be concluded that a little more than half of the respondents in textile industry have perceived that the industrial relations are co-ordial.

There has been major difference in the perception of the respondents' in both the industries vis-a-vis collective bargaining, commitment to production and trust and transparency i.e. respondents in pharmaceutical industry have perceived existence of these variables to a much higher degree than respondents in textile industry. While there is some difference in other industrial relations variables also, but the difference is more prominent in these three variables. In last few years there has been greater efforts put in by both the sides in both the industries to resolve the issues by sitting across the table. This has resulted in lesser instances of strikes and other forms of militant agitation on part of the employees and lockouts and other extreme measures on part of the management. There has been gradual cementing of relations between the two parties. However, there are issues of concern that are threatening this process of consolidation. The management's agenda of improving the productivity and quality by technology upgradation, downsizing and total quality management and union's reluctance in accepting change in the current status is putting both the parties in a difficult situation. While in pharmaceutical industry the situation is not so alarming, but in textile industry there needs a lot to be done. Despite the consolidation in industrial relations a lot is desired to be done, especially in terms of productivity and overall effectiveness of operations.

Hypothesis 3: Industrial Relations will be relatively cordial in pharmaceutical industry compared to textile industry.

The above hypothesis has been proved in the present study. The data indicates that greater percentage (average- 63.44%) respondents have perceived that the industrial relations are cordial in pharmaceutical industry compared to respondents (average – 54.05%) in textile industry. It can, therefore, be said that industrial relations in pharmaceutical industry are relatively more cordial than in textile industry.

Productivity

Productivity is another important factor responsible for giving competitive edge to an organization. Below presented are the findings and conclusions regarding productivity in pharmaceutical and textile organisations.

- The study found that 64.5% respondents in pharmaceutical industry and 52.7% respondents in textile industry perceived existence of high level of learning attitude. It indicates that employees want to learn new things and keep themselves updated with new information and developments and their capability and maturity to manage themselves. Respondents in pharmaceutical industry who have perceived existence of high degree of learning attitude are more than those in textile industry.
- 69.8% respondents in pharmaceutical industry and 52.7% respondents in textile industry have perceived existence of high level of discipline. It means that employees in both the industries don't support indiscipline, are regular in attending/ discharging their duties and show consistency in their behaviour. More number of respondents in pharmaceutical industry perceive discipline to be existing to a high degree than in textile industry.
- The data indicates that 84.9% respondents in pharmaceutical industry and 53.3% respondents in textile industry have perceived existence of good working conditions. It indicates that the respondents in both the industries have perceived that the working conditions are ideal in the organization and the employees have the ideal equipment to do their work to a high degree. However, greater number of respondents in pharmaceutical industry feels so than those in textile industry.
- From the study it can be established that 53.6% respondents in pharmaceutical industry and 54.5% respondents in textile industry have perceived existence of effective work methodology. Effective work methodology indicates the extent to which

the working systems and procedures are arranged and spelled out in simple manner. In both the industries a little more than half of the respondents have perceived existence of effective work methodology.

- 59.1% respondents in pharmaceutical industry have perceived existence of high degree of motivation and morale. It indicates the extent to which the employees' morale is high and they are self-motivated, seek monetary and non-monetary incentives, work efficiently and effectively to meet and exceed their targets. In case of textile industry 54.7% respondents have perceived existence of low level of motivation and morale. It indicates that motivation and morale in pharmaceutical industry is comparatively more than in textile industry.
- The study establishes that 56.9% respondents in pharmaceutical industry have perceived existence of high level of team spirit whereas 57.4% respondents in textile industry have perceived existence of low level of team spirit. It indicates the extent to which the employees are good team members as well as good leaders. It can be said that team spirit is low in textile industry compared to that in pharmaceutical industry.
- The study found existence of high degree of manpower utilization in pharmaceutical industry compared to textile industry. 68.6% respondents in pharmaceutical industry perceived existence of high degree of manpower utilization, whereas 52.70% respondents in textile industry perceived existence of low level of manpower utilization.

Conclusions

From the study it can be construed that the overall productivity in pharmaceutical industry is higher than in textile industry. Respondents in textile industry have perceived three important variables of productivity, namely, motivation and morale, team spirit and manpower utilization to be existing at a low level. Productivity has become a major focus

area for organizations across the country. Competition for market leadership through better quality products and good services are the whole mark of market leadership. Productivity as is known is not very high in Indian industry. Various factors clubbed with a non-committal attitude to work often results in low productivity in Indian organizations. While the hygiene factors are not upto the standards in Indian organizations, a lot remains to be done by the human resources in the organization. While there has been sustained efforts in pharmaceutical industry to maintain high standards of working conditions and productivity the same is not very true for textile industry. The pharmaceutical industry cannot exist without high degree of hygiene conditions and productivity because of the type of product. Textile industry because of being labour intensive and because of age old productivity norms is finding it difficult to improve productivity. Issues like motivation and morale, team spirit and manpower utilization do play a very vital role in catapulting the productivity of an organization. Low motivation, lack of team spirit and unplanned utilization of manpower do not assist in the efforts to increase productivity. There has to be efforts on part of management, union and the employees to identify the need to change, define a plan of how it can be done and implement it in unison. The way things are changing, the only alternative to remain in market is to become competitive. While pharmaceutical industry largely is moving in the direction of becoming competitive, a lot needs to be done especially in terms of productivity in textile industry.

Hypothesis 4: Productivity will be higher in pharmaceutical industry than textile industry.

The study has proved the hypothesis number 4. 65.59% respondents in pharmaceutical industry have perceived that the productivity is high while 50.6% respondents in textile industry have perceived that the productivity is low. It indicates that the above hypothesis holds its ground.

Conflict Resolution Style:

- The study establishes that respondents in both the industries have perceived that managers use accommodation to resolve conflicts. 55.9% respondents in pharmaceutical industry and 52% respondents in textile industry have perceived that managers use accommodation to resolve conflicts. 30.1% respondents in pharmaceutical industry and 29.7% respondents in textile industry have perceived that managers use collaboration to resolve conflicts.
- It can be concluded that managers in both the industries mostly either use accommodation or collaboration to resolve conflicts.

Hypothesis 5: "Accommodation" will be used for resolving conflicts in pharmaceutical industry.

The data indicates that 55.9% respondents in pharmaceutical industry have perceived that managers use accommodation to resolve conflicts, whereas 30.1% perceived that managers use collaboration to resolve conflicts. From the data it can be construed that the study proves the hypothesis relating to conflict resolution style.

Organization effectiveness

Most of the organisations today are integrating their operations with the objective of achieving effectiveness in its handling of internal as well as external customers. The findings and conclusions of the present study vis-a-vis organization effectiveness in pharmaceutical and textile industries are given below.

- The study indicates that 67.7% respondents in pharmaceutical industry and 65.5% respondents in textile industry have perceived existence of high level of legitimization. It means that sub-ordinates accept the superior's right to exercise control. The

acceptance of superior's right to control authority helps building a better superior-subordinate relationship. It can be construed from the data that nearly equal number of respondents in both the industries perceive existence of high degree of legitimization.

- 64.59% respondents in pharmaceutical industry and 51.4% respondents in textile industry have perceived existence of high degree of need for independence. Need for independence indicates the respondents like to think independently about their job problems and act according to their own judgement and evaluations without much of superiors interactions. The data indicates that more number of respondents in pharmaceutical industry perceive that they have the need for independence than the respondents in textile industry.
- The study establishes existence of high degree of job involvement, both in textile and pharmaceutical industry. 50.5% respondents in pharmaceutical industry and 61.5% respondents in textile have perceived existence of high level of job involvement. It means that respondents identify psychologically with their work. It means that respondents in textile industry perceived higher degree of job involvement than respondents on pharmaceutical industry.
- Findings of the study indicate that 62.4% respondents in pharmaceutical industry and 51.35% respondents in textile industry perceive existence of high level of self-control. Self-control indicates the commitment of employees towards the job. It can be construed that respondents in pharmaceutical industry are more committed towards the job than the respondents in textile industry.

their own to deal with the job. The finding shows that nearly equal percentage of respondents in both the industries perceive high degree of innovation in their dealing.

- 67.7% respondents in pharmaceutical industry and 52.02% respondents in textile industry perceive existence of high degree of organizational commitment. It indicates that the respondents care for the prosperity of the organization and are willing to work for their goal. The study indicates that more respondents in pharmaceutical industry have higher degree of organization commitment compared to respondents in textile industry.
- From the data it can be construed that 69.8% respondents in pharmaceutical industry and 50.6% respondents in textile industry perceive existence of high degree of organizational attachment. Attachment to one's organization indicates the feeling of identification with the organization. More percentage of respondents in pharmaceutical industry have that feeling compared to the respondents in textile industry.
- 59.8% respondents in pharmaceutical industry and 51.35% respondents in textile industry perceive existence of high degree of job satisfaction. It indicates respondents' positive attitude towards various aspects of work. As can be seen, more percentage of respondents in pharmaceutical industry perceive higher degree of job satisfaction compared to respondents in textile industry.
- The study establishes that respondents in pharmaceutical have high degree of job satisfaction in terms of work as a whole, whereas respondents in textile industry have lower degree of job satisfaction in terms of 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 as whole. 63.4% respondents in pharmaceutical industry have perceived higher degree of job satisfaction in terms of work as a whole, whereas

52.7% respondents have perceived low degree of job satisfaction in terms of work as a whole.

- 53.7% respondents in pharmaceutical industry and 52.1% respondents in textile industry have perceived existence of high degree of job satisfaction (Organization as a whole). It indicates the contentment or degree of satisfaction in terms of respondents' own assignment. Equal percentage of respondents in both the industry have perceived high degree of job satisfaction in terms of organization as a whole.
- The study found existence of a significant relationship between age of the respondents and job satisfaction (work as a whole) in pharmaceutical industry. Respondents in age group 36-45 years (mean score – 1.2222) perceive job satisfaction differently than respondents in other two age groups i.e. respondents in age group 36-45 years perceive high degree of job satisfaction (work as a whole) compared to other two age groups.
- The study establishes existence of a significant relationship between monthly income of the respondents and job involvement in pharmaceutical industry. Respondents with monthly income between Rs. 3000-7500 perceive job involvement differently than respondents in the income groups Rs. 7501-15000 and Rs. 1501 and above i.e. respondents in income group Rs. 3000-7500 perceive existence of high degree of job involvement compared to other two income groups.
- The study also found existence of a significant relationship between monthly income of the respondents and organizational commitment. Respondents with monthly income Rs. 7501-15000 and 15001 and more differ significantly from respondents with monthly Rs. 3000-7500 i.e. respondents with monthly income between Rs. 7501-15000 and Rs. 15001 and more perceive existence of high degree of organization

commitment in pharmaceutical industry compared to respondents with monthly income between Rs. 3000-7500.

- The study establishes existence of a significant relationship between monthly income of the respondents and organizational attachment. Respondents with monthly income Rs. 7501-15000 perceive existence of high degree of organizational attachment compared to respondents with monthly income between Rs. 3000-7500 and Rs. 15000 and more in pharmaceutical industry.
- The study found existence of a significant relationship between category of respondents and job involvement. 33.33% technical executives and 25.80% non-technical executive perceive existence of high level of job involvement compared to other category of respondents in textile industry.
- The study found existence of a significant relationship between monthly income of the respondents and job involvement in textile industry. 31.75% respondents with income between Rs. 7501-15000 and 14.86% respondents with monthly income Rs. 15001 and more perceive existence of high level of job involvement in textile industry.
- In case of textile industry, the study establishes existence of significant relationship between total work experience and job involvement. Respondents with total work experience between 5-10 years perceive existence of high degree of job involvement compared to respondents with work experience between 11-15 years and 16 years and more.
- The study found existence of significant relationship between monthly income of the respondents and job involvement in textile industry. Respondents with monthly income between Rs. 3000-7500 perceive existence of high level of job involvement compared to respondents with monthly income Rs. 7501-15000 and Rs. 15001 and more.

Conclusions

It can be concluded from the study that a little more than 50% of the respondents in both the industries have perceived high degree of organization effectiveness. The respondents in pharmaceutical industry have perceived higher need for independence, self-control, organizational attachment, organizational commitment and Job satisfaction (work as a whole) compared to respondents in textile industry. While respondents in textile industry have perceived higher degree of job involvement compared to respondents in pharmaceutical industry. This is unusual since respondents in pharmaceutical industry have perceived higher degree of job satisfaction (work as a whole), which should lead to job involvement. However, it may indicate the urge of the respondents for even greater involvement in their work. In pharmaceutical industry, respondents have especially indicated higher need for independence, self-control, organizational commitment, and organizational attachment and job satisfaction (work as a whole). All these factors help the organization tremendously in satisfying its internal as well as external customers. Organization effectiveness means the extent to which the organization is able to meet and satisfy the needs of its internal customers i.e. its employees and external customers. Although the indicators of organization effectiveness used in the present study do not directly measure the extent to which the organization is able to satisfy the need of its external customers, but it is able to measure to a great extent the need satisfaction of the internal customers. However, the indicators of organization effectiveness in the present study does have a great impact on the extent to which the organization is able to meet the needs of the external customers.

Hypothesis 6: Organization effectiveness will be higher in pharmaceutical industry than textile industry.

The study has not been able to prove the sixth hypothesis distinctly. The response from the respondents in both the industries indicates that about equal percentage of respondents in both the industries have perceived high degree of organization effectiveness.

Hypothesis 7: Organization culture will have a positive correlation with industrial relations, productivity, organization effectiveness and leadership.

In case of pharmaceutical industry, the study has established existence of entrepreneurial and creative culture to a high degree. The study has also established existence of cordial industrial relations, high degree of productivity, high level of organization effectiveness and APN as well as situational leadership. It means that the organizations in which entrepreneurial and creative culture is existing, organization effectiveness and productivity is high, industrial relations are cordial and effective leadership style is being adopted by the leaders depending upon the need of the situation. It therefore, proves the hypothesis that organization culture has positive correlation with industrial relations, productivity, organization effectiveness and leadership.

In case of textile industry, the study has established existence of high degree of entrepreneurial, creative, yes boss and cult culture. From the study it can be concluded that different cultures as indicated above may be existing in varying degree in textile industry. The study has also found existence of cordial industrial relations, low productivity, high degree of organization effectiveness, relationship-oriented as well as middle-of-the-road leadership to a high degree. From the study the conclusion that can be drawn indicates that creative and entrepreneurial culture are not strongly held in the textile industry and that characteristics of cult and yes boss culture are also existing. It is, therefore, difficult to establish a definite relationship between organization culture and

industrial relations, organization effectiveness, productivity and leadership in case of textile industry.

From the comparative findings of pharmaceutical and textile industry, definite conclusion that organization culture has positive correlation with organization effectiveness, industrial relations, productivity and leadership cannot be drawn. However, as the findings in case of the pharmaceutical industry indicates, it can be said that there exists sufficient evidence which supports the above hypothesis. A greater exploration may help reveal the relationship.

It can, therefore, be said that the findings of the study support the above hypothesis to some extent but does not prove it totally.

Suggestions

The present study has implications, both for practising professionals and academicians, especially in the field of organization behaviour. The study has implication for other professionals and employees also since it provides insights into the dynamics of organization building, the various processes that happen and the impact that these have on the performance and profitability of the organization. Offlate the concept of organization culture has been becoming an area of focus at conferences and workshops. Since the concept is deeply embedded in organizational history, it keeps on motivating the organization and its constituents for long-long time. The artifacts, the espoused values and the basic assumptions keep on driving the organization in all the circumstances. Whether it is the new entrant or it is the longest serving professional, everyone operates on certain assumptions that get inculcated as one starts knowing the organization. In a sense, it can be said that organization is

living. For professionals, therefore, it becomes very important to know of what is accepted and what is not in an organization. And also if certain basic assumptions are accepted, than what needs to be done, if at all a change has to be made. The present study is focussed on diagnosing the organization culture in pharmaceutical and textile industry. The study further explores the effect that organization culture has on important variables like organization effectiveness, industrial relations, productivity and leadership. For every manager, all these assume a great relevance in the fast changing and challenging situations. It is, therefore, that this study holds relevance both for practising professionals and academicians. Some of the suggestions for practising professionals and academicians are listed below :

Suggestions for practising professionals:

- In the fast changing scenario, when mergers, acquisitions, take-overs etc. are becoming a real phenomenon, the importance of understanding organization culture has increased greatly. In the cases where two organizations are merging, there are chances that the conflicting organization culture may pose great difficulties in integrating the two. A proper understanding about the importance of organization culture will help the professionals to prepare in advance for strategic decisions and changes to be initiated to make the integration of different cultures smooth. The study throws light on the importance of organization culture and its impact on important factors like effectiveness, productivity, industrial relations and leadership. It will help the professionals to understand the strategic importance of integrating and strengthening the organization culture so as to make the merger or acquisition or other strategic decisions yield intended result.
- The study provides an approach which can be adopted by the practising professionals for diagnosing their organization's culture and thereby make

strategic decisions or undertake suitable interventions. The diagnosis can be used as output for organization wide interventions like Total Quality Management based on the felt need and the strategic intent of the organization.

- The study provides insights for the practising professionals into various aspects of organization culture, organization effectiveness, industrial relations, productivity and leadership. Although quite a few things are already known, but this study provides a different perspective for studying organization culture that may help in enhancing the understanding of the professionals about these subjects.
- The study will help the professionals in understanding the typology of unproductive and detrimental culture types.

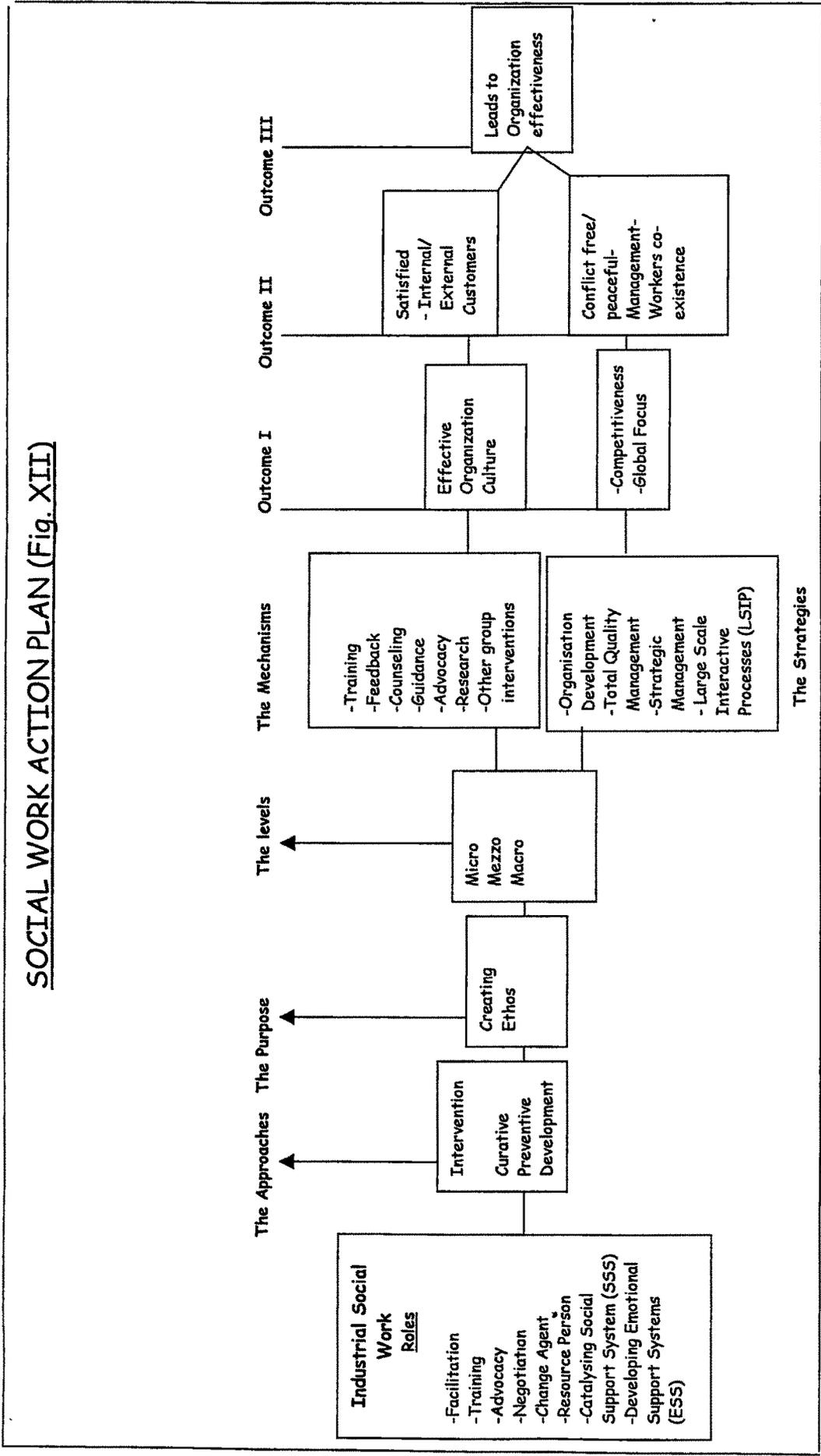
Suggestions for the academicians:

- The study provides a good platform for further work on organization culture to increase the empirical understanding about the concept.
- The researcher has prepared a tool on organization culture and has done reliability testing by using factor analysis. Further efforts can be made to develop or add to this tool to make it more usable for the research scholars and practising professionals.
- The study is limited to studying organization culture and its effect on organization effectiveness, productivity, industrial relations and leadership in textile and pharmaceutical industry. Further studies can be done in engineering and chemical industries, services sector (especially Information technology sector) which would provide highly useful data for practising professionals and academicians.
- The study has established that some relationship exists between organization culture and organization effectiveness, industrial relations, productivity and

leadership. Further studies can be done, by taking bigger sample from different industries, by considering organization culture as an independent variable and studying the cause-effect relationship between organization culture (cause) and (its effect on) organization effectiveness, industrial relations, productivity and leadership.

- The study has been done in Gujarat State. Such comparative studies in pharmaceutical and textile industry in other states can be done and comparisons can be done regarding the difference that emerge from these studies. This can give wider profile of difference in organization culture in these two industries across the country.
- Studies on understanding the organization culture existing in different industries can be done which will provide input for the practising professionals in those particular industries to make appropriate interventions.

SOCIAL WORK ACTION PLAN (Fig. XII)



Social Work Action Plan :

Social Work Professionals have to play a catalytic role in developing an effective organization culture which in turn makes the organisation effective. Developing effective organization culture requires developing people for internal integration and equipping them with skills, attitude and knowledge for external adaptation. Social Work professionals have to perform various roles like facilitating for change and to learn, advocating Social Work and HRD values for human resource development etc. These roles are guided by the Social Work values and assumptions, which put the individuals at the center of its intervention. The purpose is to create an ethos in the organization. The Social Work Action Plan as indicated in figure (XII) depicts different roles that Social Work professionals in capacity of HRD and Training facilitators (or related functions) will have to perform to be develop an effective organization culture. Listed below are also some of the important pre-requisites that a social work professional should be aware of:

Pre-requisites:

- Set high standards of integrity for self and envisage the same for the colleagues in the organization.
- Equip oneself with requisite knowledge, skills and attitudes to make impact at the individual, group and organization level.
- Keep on updating self by reading, networking and sharing.
- Keep abreast with the new technologies that facilitate effective and efficient execution of tasks.
- Take each and every task with sincerity, be quality conscious and put in concerted efforts to complete whatever task is at hands.
- Avoid being lackadaisical and fatalist.
- Inculcate analytical and problem solving skills.
- Try out integrative approaches while making interventions.
- Be receptive and open to suggestions, knowledge and information.

Some of the important activities that a Social Work professional should undertake in an organization are listed below.

Important activities:

- Articulate the roles that one can play towards meeting the professional and organizational goals, so as to develop a synergy between the two. Justify the different social work roles by integrating them into the need of the department or the group, keeping the larger objective of making individuals groups and organization effective. Some important roles that can be played are facilitation, training, developing emotional support systems to help employees adjust with stress and other psychological problems, catalysing in the development of social support system (welfare activities etc.)
- Take curative, preventive and developmental approaches while developing a growth plan for employees. While development needs to be the priority, strategies to help the employees overcome problems need to be addressed by taking curative approaches like counseling etc. Proactive efforts i.e. strategies which

prevent problems from happening like proper guidance etc. also needs to be made.

- Direct the efforts by playing different roles towards creating ethos at micro, mezzo and macro level. Identify the mechanism and the strategies directed towards developing an effective organisation culture and making the organisation globally competitive. These mechanisms and strategies should complement each other and should be an on-going exercise. The professional should use discretion in utilizing the mechanisms and use the best mechanism to make the intervention. Social Work professionals can play a vital role in helping the organisations develop their vision and mission through Large Scale Interactive Processes (LSIP). They can also play important roles in organisation wide efforts like Total Quality Management etc.
- It should help the in internal integration and external adaptation efforts of the organisation i.e. creating an effective organization culture. This would not only mean the satisfaction of internal as well as external customers, but would help in developing peaceful relationships between management and workers.