

CHAPTER - III

Research Methodology

For long it was thought in the Corporate Circles that for India to become a major player in the international market, the economy will have to be freed from protection and control. It was also widely felt that this protection and control had made the Indian industry incompetent. Moreover, the increasing pressure from various quarters viz. IMF (International Monetary Fund), World Bank etc. for making the economy market driven, finally brought globalisation and liberalisation. The new era has brought with it a whole plethora of opportunities for the corporate sector, which has instilled a lot of enthusiasm. But a word of caution is that it is accompanied by an element of risk too. The areas, which will really spur competition, are technology, financial soundness, infrastructure, marketing, quality of products/services and important of all, the management of human resources. The change that is occurring cannot be combated only by the effort of top management or a select group of individuals. It requires a multi-pronged approach.

Organisation Culture plays an important role in keeping an organisation integrated, healthy and competitive. Every organisation has its own culture and sub-cultures. Culture is what a group learns over a period of time as that group solves its problems of survival in an external environment and its problems of internal integration. Such learning is simultaneously a behavioural, cognitive and emotional process. The new set of circumstances that the Indian corporate sector finds itself in, a very important question that arises is whether organisations need to review the suitability of their culture to the emerging organisational challenges, and if need be, to work towards affecting changes in the culture, so as to ensure congruence between organisation

culture and changing organisational tasks. Since culture and related corporate realities interact to influence performance (Sathe: 1985), organisations need to be aware of these shared perceptions, and examine if these perceptions are consistent with the objectives, strategies, and tasks they have outlined for themselves. It is important, therefore, to assess whether the culture that exists encourages the productivity and effectiveness of the organisation.

The present study is aimed at diagnosis of organisation culture in textile and pharmaceutical industries in Gujarat. Liberalisation has had simmering effect on every section of the industry, however, the private sector has to face more brunt of the same because of its inherent weaknesses and also because it does not enjoy the support of government as the public sector does. The study aims at analysing the differences in organisation culture of these two industries and the impact it has on productivity, industrial relations, organisation effectiveness and leadership.

Significance of the Study:

Social Work Perspective:

Social Work epistemology encompasses preventive, curative as well as developmental perspectives. From organisational and management viewpoint it helps in preventing breakdown in organisational functioning, curing the inherent weaknesses that plague it and developing the human resources of the organisation. Social Work professionals play a very vital role of a catalyst in the inculcation of values and formation of basic assumptions that form the core of organisation culture. Social Work professionals working as human resource experts and personnel managers guide and nurture the employees right from recruitment, induction to their advancement in the organisation. They act as enabler, expert, guide or therapist and help the individuals to

solve their problems and function to their full potential. Social Work eyes the *Laissez-faire Doctrine* and believes in proactive intervention and resolution of disputes, problems.

Organisation Culture perpetuates and reproduces itself through the socialisation of new members entering the group. The socialisation process really begins with recruitment and selection in that the organisation is likely to look for new members who already have the "right" set of assumptions, beliefs and values. If the organisation can find such pre-socialised members, it needs to do less formal socialisation. More typically, however, new members do not "know the ropes" well enough to be able to take and enact their organisational roles and thus they need to be trained and "accultured" (Feldman : 1988; Ritti and Funkhouser : 1987; Schein : 1968, 1978; Van Mannen : 1976, 1977). The socialisation process establishes the first impressions about the culture of the organisation and in that sense the Social Work professionals play a very-very important role in the induction of new entrant to the culture of the organisation.

The philosophical assumptions of Social Work form the basis for practice in various fields of Social Work, viz. industrial social work, correctional social work, community social work etc. These philosophical assumptions provide the guidelines to the Social Work professionals in their respective fields. As can be understood from these assumptions, they are exhaustive and all encompassing:

1. *Every individual has dignity.* The Social Work philosophy strongly puts the emphasis on the dignity and self-esteem of every individual. An individual, whether a layman, a professional, a civilian, a scholar, everyone has got dignity and Social Work profession and professionals respect this dignity of the individual

and manifest their behavior and draw their plans and strategies pertaining to the individuals by keeping this reality in mind.

2. *Every individual has worth.* Social Work philosophy assumes that individuals are capable and that they have worth. Every individual being unique with strengths and weaknesses, they can constructively contribute to their own and society's well-being.
3. *Every individual has got the right for well-being and economic development.* Social Work philosophy lays tremendous emphasis on the overall development and well-being of every individual in the society. It also assumes that every individual should be emancipated from the stranglehold of poverty and every individual has got a right for economic well being.
4. *High socio-economic status does not necessarily mean that the individual is 'fit' and Low socio-economic status does not necessarily mean that the individual is 'unfit.'* Social Work philosophy assumes that individuals can have problems, irrespective of their socio-economic status. For example, in an organization a manager with a sound socio-economic status might suffer from nervous breakdown or stress due to job related or family related problems. It basically emphasises that any individual in the society can suffer from problems and that professional help of Social Work professionals is needed in every section of the society.
5. *Human suffering is undesirable, but it exists.* It is the endeavour of all the societies to get over the human suffering, but still human suffering exists. Social Work philosophy lays the emphasis on eradication of human suffering with the pragmatic approach and understanding that as long as the society exists, problems will remain as reality and that efforts will have to be made to minimise the sufferings and their impact.

6. *Human suffering is due to the dynamic interaction between various societal sub-systems.* It is assumed that because of the dynamic interactions between various societal sub-systems, namely, socio-economic-political-cultural etc. Because every sub-system holds its own importance in an individual's life, disruption in any one sub-system in an individual's life might lead to suffering to the individual and those dependent on him/her.
7. *Everyone wants to grow but all do not find growth.* Social Work philosophy assumes that every individual wants to grow in life, as also proposed in Theory Y of McGregor, but due to constraints, compulsions and circumstances cannot grow. These constraints can be personal or societal and that interventions have to be made to absolve the individuals of these constraints and from these constraints.
8. *Social Work professionals are supposed to create 'ethos' for organization's well being and for the growth of individual employees.* Finally, a very important role of Social Work professionals is to create 'ethos' in the organization for well being of the individuals and the organization. These 'ethos' will act as guiding principles for individuals to manifest their behaviour and their actions while delivering their duties, interacting with their colleagues, customers and society at large.

Preventive Social Work aims at preventing the individual and organisational breakdown. At individual level, the Social Work professionals provide counselling to individuals suffering from mental and emotional stress and thereby prevent them from falling prey to stress. Counselling is also given to suspect cases of alcoholism, absenteeism, gambling, indebtedness etc in an effort to prevent individual disorganisation. At organisational level also the social work professionals act as counsellors and advisors to the top management professionals for making major policy decisions regarding human resources. They play a major role in practise of

value based management by all cadres of management through personal meetings, counselling, advise and training. This process takes place both at individual and organisational level and thereby prevents disorganisation both at individual and organisational level.

Case work is used frequently by professionals in industry as a curative method to solve the problems of individual employees. The effort is "To help people to help themselves." In cases of alcoholism, gambling, indebtedness, psychiatric illness and other such problems the professionals use the case work method. The technique of catharsis is also used to intervene in severe cases of individual breakdown. Social work professionals play a very vital role by helping the individuals to identify their problem, understand it, equips them with the necessary information and mental strength to overcome it and directs them in their efforts of improvement. This helps the individuals to solve their problems on their own and reinstate their faith in themselves. This process inculcates in them strong values to stand upright and work as disciplined employees in the organisation. Because of being equipped with knowledge about psychiatric ailments, correctional approaches and dynamics of surrounding community and the background of individuals, social work professionals understand the situations in a holistic manner and therefore are able to make multi-dimensional interventions. Their knowledge is also very useful to other management professionals to help them see situations in totality. This, therefore, helps in effectively curing the ills and breakdowns in the organisation and encourages a healthy relationship and environment in the organisation.

The developmental perspective in social work emphasises the need of development of individuals, groups and organisation. The philosophy of social work perpetuates that

"An essential attribute of a democratic society is the realisation of the full potential of each individual and his or her assumption of social responsibilities through active participation in the society". It is important to understand that if individuals are able to realise their full potential then they can develop strong systems and if the systems are strong, the organisations will be strong and growth oriented. Social work professionals try to achieve the above goals by emphasising on welfare activities and human resource development. The effort is towards the development of the employees and their families. Social workers undertake various welfare activities in the organisation and the communities of employees for their overall betterment. Although such interventions are not being done on large scale, but many frontline industries have taken lead in this direction. Social work professionals play a vital role in assessing the needs of the employees, especially the training needs and plan programmes for them to equip them in doing their work effectively and efficiently. More and more social work professionals today form the HRD teams in organisations because of their multi-dimensional skills and knowledge.

Management Perspective:

This study is significant from management perspective because organisation culture to a great extent is a reason for the growth and success of an organisation. Although it is not the only reason, but a strong one enough to tilt the balance. Lots of studies have concluded that organisations with strong culture greatly enhance the productivity and effectiveness of the organisation.

Smircich (1983) indicates that the convergence of various dimensions among the researchers points out that culture is conceived as shared key values and beliefs fulfilling the following important functions: (1) It conveys a sense of identity to the

organisational members. (2) It facilitates the generation of commitment to something larger than the self. (3) Culture enhances the social system stability. (4) Culture serves as a sense-making device that can guide and shape behaviour.

Schein (1985) suggests that the functions of culture differ by growth stages of organisations. During the birth and early growth of organisations, for example, the founder or family dominates the organisation and culture functions to hold the organisation together, emphasise socialisation, and develop commitment. Organisational midlife is characterised by the spawning of subcultures and loss of key goals, values, and assumptions. Organisational maturity brings cultural constraint on innovation with an emphasis on preservation of the past.

Organisation Culture, therefore, is like the live wire which infuses life in the organisation and keeps it productive and effective. In Indian perspective, where productivity of labour cannot be boasted about, it is very important for the management to probe the reasons of the same. With the changes taking place rapidly, managements' today are under unprecedented pressure to become productive and effective. However, managements' are finding it very difficult to find ways to improve the productivity of the labour. At the outset, the unions are totally against any change, improvement in technology and working systems. There is often tremendous opposition even at the hint of renewed industrial engineering studies aimed at finding the ways to improve productivity of the labour. This is a "mind-set" that has taken deep-roots in mind of employees, because they feel unsecured about losing their livelihood once technology upgradation takes place and productivity is improved. At times such situations give rise to disturbing industrial relations in the organisation. The fear of employees is not totally misplaced, because of the past experiences and

examples of other organisations. Moreover, our legal system is also highly protective of labour force, which also makes them feel safe and is one of the reasons which breeds unproductive labour. Unlike in west, where the people who don't deliver are sacked, back home in India such an approach is not possible because of our philosophy and compulsions of breeding such a huge population. There too does not exist a very good employment market and social security net, as does in west. Hence, the organisations in India for the time being will have to look within themselves to find ways to remain productive and effective.

A systematic and scientific approach to keep organisations profitable and productive is required. Indian industries awakened to this realisation not a long time back. But many organisations have made concerted efforts by using various techniques, management theories and work place innovations. Many organisations have HRD systems that have helped in enhancing the productivity of the workforce. Organisations like Maruti Udyog Limited, Indian Rayon and Industries Limited and many others have done survey of organisation culture existing in their organisations. The purpose has been to know the values, beliefs and the assumptions that exist amongst the employees of the organisation. Such a type of survey is very useful since it gives a clear picture of what people think about what is existing in the organisation. This can be further used to make interventions.

The present study aims at diagnosing the organisation culture that exists in textile and pharmaceutical Industry and the effect it has on productivity, industrial relations, organisation effectiveness and leadership. Today productivity, industrial relations, organisation effectiveness and leadership, all play a very major role in determining the profitability and growth of an organisation. Studies have shown that a strong culture

does have impact on these variables. But more research needs to be done in this area. It is important not only to study the type of culture that encourages productivity, good industrial relations and effectiveness but it is also important to know what types of culture restrain them. An effort has been made in this study to analyse the correlation between organisation culture and other variables, which will emphasise the importance of organisation culture and thus will help the organisations to take initiative to analyse and revamp their culture to remain competitive.

Objectives of the Study:

1. To study the organisation culture existing in textile and pharmaceutical industries in Gujarat.
2. To study the industrial relations in both type of the industries.
3. To study the productivity in both type of industries.
4. To study the leadership styles in both type of industries.
5. To study the organisation effectiveness in both type of industries.
6. To study conflict resolution style in both type of industries.
7. To study the association of organisation culture with leadership, productivity, organisation effectiveness and industrial relations.

Hypotheses:

1. Entrepreneurial / Creative culture will be existing in pharmaceutical industry.
2. Industrial Relations will be relatively cordial in pharmaceutical industry compared to textile industry.
3. Productivity will be higher in pharmaceutical industry than textile industry.
4. Organisational Effectiveness will be higher in pharmaceutical industry than in textile industry.

5. Team/Authoritative + Participative + Nurturant (A+P+N) leadership will be existing in pharmaceutical industry.
6. "Accommodation" will be used for resolving conflicts in pharmaceutical industry.
7. Organisation Culture will have a positive correlation with industrial relations, productivity, organisation effectiveness and leadership.

Research Design:

The present study is Diagnostic and Correlational in nature. In this study, an effort is made to diagnose the Organization Culture in Textile and Pharmaceutical Industries in Gujarat and explores the association/correlation it has with Organization Effectiveness, Productivity, Leadership and Industrial Relations. The study aims at measuring Organization Culture with the help of a questionnaire and its association with the variables mentioned above, which justifies the diagnostic and coorelational design of the study.

Universe:

The Universe of the present study includes the employees working in textile and pharmaceutical industries in Gujarat. The universe comprised approximately three hundred sixty supervisors, seven hundred sixty officers and three hundred fifty managers. Therefore the universe comprised of 1500 respondents.

Sampling Method:

A purposive sampling method has been used in the present study to select particular units, in the present case – the supervisors, officers and managers, from the universe for constituting the sample on the basis that the sample so selected out of a huge one will be representative of the whole universe.

Sample:

A sample of two hundred forty one (241) respondents was collected from 7(seven) organisations belonging to pharmaceutical industry and 8 (eight) organisations belonging to textile industry in Gujarat. Since purposive sampling method was adopted the researcher tried to collect some sample comprising supervisors, officers and managers from each department in the organisations where the data was collected with the help of the resource person. Resource person, normally an officer in personnel/ HRD department was approached. Their services have been utilised because of their proximity to the whole organization. Based on the data provided by them about the total number of supervisors, officers and managers in the organization, the decision about sample has been taken.

Limitations of the Study:

1. This study is limited to studying organization culture in textile and pharmaceutical industries in Gujarat and therefore its conclusions cannot be generalised to be true for other industries too.
2. The study has used questionnaire to collect the data regarding the study, due to some constraints, and has not used the exhaustive method of clinical and ethnographic diagnosis, which would have been more authentic.

Tools of Data Collection:

A quantitative questionnaire with a five-point scale has been used as a tool in the present research. The questionnaire is broadly divided in seven parts:

1. The first part includes background variables like name of the respondent/organisation, age, designation, experience, service with the organisation, category and income.

2. The second part is the tool on organisation culture constructed by the researcher based on exhaustive theoretical and empirical literature and the experience of working in industry. In this tool the Organisation Culture has been divided into thirteen types, namely – procrastinate, cold war, forced loyalty, yes boss, impoverished, paranoid, avoidance, cult, dictator, bureaucratic, approval, entrepreneurial and creative culture.
3. The third part is the tool on industrial relations constructed by the researcher based on theoretical and empirical literature and experience of working in industry.
4. The fourth part is the tool on conflict resolution style adapted from the model of K.Thomas, "Conflict and Negotiation Processes in Organisations."
5. The fifth part is the tool on productivity constructed by the researcher based on theoretical and empirical literature and experience of working in industry.
6. The sixth part is the tool on leadership styles based on Blake and Mouton's Leadership Grid Model. It also incorporates statements on four additional leadership styles, namely authoritative, participative, nurturant and A+P+N (Authoritative, Participative, Nurturant).
7. The seventh part is the tool on organisation effectiveness constructed by Dr. C.N.Daftuar. It includes eleven dimensions, namely – consensus, legitimization, need for independence, self-control, job involvement, innovation, organisation commitment, organisational attachment, job satisfaction, job satisfaction (work as a whole), job satisfaction (organisation as a whole).

The questionnaire on organisation culture, industrial relations and productivity have been tested for reliability and their details are given below:

1. A correlation matrix between component variables.
2. Extraction of common factors that reflect in the relationships among components.
3. The possibility of naming these factors with the help of factor relation.

One of the methods of Factor Analysis is called Principal Components Analysis. This is a simple method of transforming a given set of variables into a new set of variables. These new variables are a combination of the previous variables set and are now called the principal components that are uncorrelated with each other. They form an orthogonal or a 90 degree angle of relationship with other principal components thus obtained.

The basic assumption in performing a principal component Factor Analysis is to determine whether any of a given set of variables or a combination of variables could account for more of the variance in the data as a whole, than any other combination of variables. Here the consideration is strictly about linear relationship combinations.

The first principal component thus extracted, would more often than not be viewed as a good summary of the overall underlying relationship among all the linear relationships exhibited in the data, and would account for the largest amount of variance in the data.

The second principal component can be considered as the second best description of the underlying relationships exhibited in the data. It necessarily accounts for the second largest variance in the data. The point to be noted is that the second principal component is orthogonal to the 1st, similarly, all further principal components are orthogonal to all others. This in other words means that none of the extracted components are correlated with one another or that they are unique. Each principal component is called a factor.

Based on exhaustive literature review on organisation culture, a questionnaire containing hundred (100) statements was constructed. An effort was made to incorporate all the dimensions of organisation culture in this questionnaire.

Sample: A total of 52 respondents which included officers, executives and management staff from four organisations were asked to rate the relevance of these statements on a five point scale ranging from "Not at all = 1" to "To a great extent = 5"

Factor analysis of Data:

Factor analysis method was used to identify the core dimensions of organisation culture. A principal factoring method, using the principal component solution and an orthogonal rotation of axes was used. To make the initial factors more meaningful an orthogonal rotation (type=Varimax) of axis was done.

The factors were interpreted at the factor loading level. It was decided to select variables, which had a factor loading of .70 or more with a factor. Any variable, which had a loading of .40 or more, was also selected when it was thought that the inclusion of the variable would lead to a better perception of the factor.

FACTOR ANALYSIS

Factor	Eigen Value	% of Variance	Cumulative %
1	19.00766	41.3	41.3
2	2.73968	6.0	47.3
3	2.49238	5.4	52.7
4	2.09163	4.5	57.2
5	1.80237	3.9	61.2
6	1.70674	3.7	64.7
7	1.48964	3.2	68.1
8	1.34473	2.9	71.0
9	1.33547	2.9	73.9
10	1.06918	2.3	76.3
11	1.01422	2.2	78.5

Rotated Factor Matrix (Varimax Type)

Variable	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6
097	.79705	.06651	.31559	.11171	-.01387	.08139
083	.74936	.24334	.08218	.12207	.00711	.04605
075	.72108	.16449	.14418	.24392	.34512	-.01615
095	.70629	.40885	.26524	.04394	-.00199	.17016
051	.68509	.09072	.01312	.03883	.14840	.33878
052	.66888	.04153	.28139	.28322	.22241	.04943
062	.66756	.07680	.14319	.08389	.51136	.26686
028	.65727	.11662	.10539	.55319	-.03547	.20760
076	.60411	.13684	-.03730	.03530	.21467	.43967
085	.53854	.51311	.19364	-.01624	-.11762	.09149
091	.46154	.33887	.26682	.31491	.13975	.12092
053	.41794	.02292	.37836	.34419	.33308	.37780
096	.39852	.34259	.26697	.29280	.20275	.23705
018	.26631	.74020	.09674	.23616	.16825	.05467
021	.12376	.71731	.10177	.03796	.08248	.16245
036	.19507	.53888	.02588	.31426	.14723	.24131
073	.17019	.20033	.74825	.06666	-.05134	.02416
020	.31751	.14304	.64753	.15386	.07862	.27495
071	.36652	.07691	.59737	.15406	.38042	-.01829
092	-.06340	-.11852	.53458	.40893	.10527	.33942
082	.29723	.39920	.47652	.06639	.14190	.23871
093	.40056	.05840	.18593	.59397	.09986	.11726
024	.20218	.23433	.05186	.56068	.44375	.30882
041	.12176	.22793	.30189	.55146	.18702	.27475
069	.33196	.23671	.32758	.50733	.33008	.04441
019	.31927	.35480	.21676	.48536	.25120	.20784
038	.03160	.12699	.07087	-.02134	.76785	.11099
034	.06449	.02891	.00827	.22891	.75481	-.14767
035	.27010	.43408	.03103	.31855	.48563	.19256
054	.38767	.09853	.24580	.31318	.41697	.30323
006	.22668	.21642	.27179	.20043	.05362	.75744
005	.22540	.27098	.04695	.20483	-.01883	.71527
089	.03544	.23702	.19558	.11277	.19015	-.03948
090	.14598	.25430	.16458	-.23755	-.03298	.12975
061	.47617	.09746	-.05851	.05318	.02065	.28800
060	.46946	.24891	.00652	.33270	-.11812	.02753
055	.25761	-.14303	.43391	.09286	.20444	.42153
065	.12324	.04498	.16715	-.00436	.03494	.23447
043	.34859	.17169	.05453	.30550	.09976	-.17058
077	-.00472	.33824	.09491	.06541	.16779	.16787
070	.12292	-.17194	.18891	.10292	.18266	.05218
080	.36068	-.01840	.43295	.19711	-.07259	-.04254
094	.36949	.73151	-.03265	.03001	.11317	.07372
029	.23085	.14511	.02010	.20786	.03186	.19164
026	.28896	.04506	-.09237	.12417	.26879	.24463
030	.11108	.01458	.13048	.13488	.35138	.05303

themselves and remain in hibernation. With such a culture the organisation is bound to face debacle on all the fronts and end in sickness.

Factor 2: Conflict:

Factor 2 explained 6% of the total variance in the data. The relative variance explained by the factor was about 7.64%. Three indicators were loaded on this factor. Since this factor indicated the prevalence of conflict and proxy war, it is hence named as "conflict".

Presence of verbal acrimony, suspicion on everyone and every move and indulgence in Politics and proxy war is wide spread in organisations with such culture. Employees in such organisations not only loose respect for their superiors but also fail to establish good relations with their sub-ordinates and colleagues. Because of these conflicts the performance of both, the departments and the organisation suffers adversely. It restricts the growth of individuals in the organisation leading to loss of motivation and morale.

Factor 3: Insecurity

Factor 3 explained 5.4% of total variance of the data and the relative variance explained was about 6.87%. Five indicators were loaded on this factor. Since majority of the indicators explained the prevalence of insecurity amongst employees, the factor has been named as "Insecurity".

There is tremendous amount of insecurity, fear and submissiveness prevalent amongst employees in such organisations. Because of which sensitivity, risk-taking ability and ability to take rational/ principled stand and decisions is lost by the people. In such organisations with such culture, the employees either become self-centred guarding their own interest or they submit themselves to the boss in the anticipation

that it is the only way to cover their weaknesses and keep the boss appeased. Since the culture becomes personality centred, teamwork is lost.

Factor 4: Affiliation

Factor 4 explained 4.5% of the total variance of the data and the relative variance explained was 5.73%. Five indicators were loaded on this factor. Majority of the indicators explained the prevalence of affiliation as the key element and hence the factor has been named as "affiliation".

The effort of everyone in such an organisation is to keep the boss happy by all other means except work. The irony of such a culture is that it gets rewarded too. In such organisations – merit, sincerity, hard work, honesty, integrity etc take a back seat to affinity/affiliation to the boss fetches the carrot. Such organisations loose good and talented professionals very fast. This often leads to mediocre or low caliber people taking the change, which ultimately leads the organisation into reigns of mediocrity.

Factor 5: Impoverished

Factor 5 explained 3.9% of the total variance of the data and the relative explained was 4.96%. Four indicators were loaded on this factor. The indicators in these factors explained the existence of poor practices adopted by everyone. Hence, this factor has been named as "Impoverishment".

Indulgence in mudslinging, conspiring, in-fighting etc. are regular features in such organisations. The emphasis is on win-loose approach and there is a lot of reprimand of employees on petty matters and mistakes. The control is sought to be established by keeping the subordinates engaged in in-fighting. Such an approach spreads a

gloom all over the organisation and abets the bad-worse-worst culture in the organisation, wherein the worst is the best.

Factor 6: Distrust

Factor 6 explained 3.7% of the total variance of the data and the relative variance explained was 4.71%. Two indicators were loaded on this factor. Since the indicators explained the prevalence of lack of trust, this factor has been named as "distrust".

These types of organisations are abode to prejudice, suspicion, bias, leg-pulling etc. In such organisations healthy outlook is rare and people cannot digest the progress of their colleagues and subordinates. Authentic efforts are lost and the organisational priorities take a back seat to personal bickering.

Factor 7: Apathy

Factor 7 explained 3.2% of the total variance of the data and the relative variance explained was 4.07%. Five indicators were loaded on this factor. Since the indicators explained the prevalence of apathetic attitude in the organisation, hence the factor has been named as "Apathy".

There is lack of sensitivity and respect for sincere people, lack of perseverance, responsibility and team spirit. Callousness retards enthusiasm and delegation of authority is restricted. There is total lack of interest in growth and advancement of the organisation. Instead rivalry sprouts in such organisations.

Factor 8: Collusion

Factor 8 explained 2.9% of the total variance of the data and the relative variance explained was 3.69%. Two indicators were loaded on this factor. Since both the

indicators explained the prevalence of clandestine / evolved understanding, that is why this factor has been named as "Collusion".

The belief in such organisations is that by give and take and by evolved understanding things can be handled. Employees try their best to do things that make their boss happy. To some extent this understanding works in certain situations and where it works the employees get their share of reward too. To some extent clandestine or evolved understanding is fine but over doing it is dangerous.

Factor 9: Conventionalism

Factor 9 explained 2.9% of total variance of the data and the relative variance explained was 3.69%. Four indicators were loaded on this factor. Since all the indicators explained the prevalence of traditionalism, this factor has been named as "Conventionalism".

In such organisations autocracy and to some extent bureaucracy reigns supreme. Rules and regulations are supposed to be followed strictly. Autonomy, values, quality etc play second fiddle to the irrational demands of superiors. Conventionalism breeds unproductive, inefficient and ineffective culture.

Factor 10: Rigidity

Factor 10 explained 2.3% of total variance of the data and the relative variance explained was 2.92%. Two indicators were loaded on this factor. Both the indicators explained the prevalence of rigidity and hence this factor has been named as "Rigidity".

In such organisations, systems are taken as indispensable while employees take a back seat. Very little space for innovation and creativity is left out. A veil of pretension

regarding good relationships and environment is projected. But such dualism is self-destructive and harmful for the organisation.

Factor 11: Approval

Factor 11 explained 2.2% of total variance of the data and the relative variance explained was 2.8%. Only one indicator was loaded on this factor. Since this indicator explained the prevalence of an attitude of unopposed approval by employees, hence this factor has been named as "Approval".

In such organisations, "His master's voice is supreme" and employees' approve of anything and everything that the superiors advocate. This is very effective in some situations and organisations, but might not work in others. The problem comes when "His master's voice gets distorted" i.e. when the superiors start taking undue and unfair advantage of such approval and misuse it.

Based on the indicators loaded in each of the factor, names have been given to each factor. The type of cultures have been named either by the same name, as has been given to the factor or in some cases alternate name (other than that given to the factor) has been given since it identifies more with organisational vocabulary. Accordingly the various culture types are as follows.

- Procrastinate culture. Statements numbered 3,9,11,18 and 27 assess it.
- Cold War culture. Statements numbered 4,34 and 37 assess it.
- Forced Loyalty culture. Statements numbered 5,10,19,28 and 40 assess it.
- Yes Boss culture. Statements numbered 12,20,22,26 and 35 assess it.
- Impoverished culture. Statements numbered 8,14,31 and 45 assess it.
- Paranoid culture. Statements numbered 25 and 44 assess it.
- Avoidance culture. Statements numbered 7,17,23,30 and 38 assess it.

- Cult culture. Statements numbered 32 and 46 assess it.
- Dictator culture. Statements numbered 2,15,24 and 42 assess it.
- Bureaucratic culture. Statements numbered 41 and 43 assess it.
- Creative culture. Statements numbered 1,33,36 and 39 assess it.
- Entrepreneurial culture. Statements numbered 6,13,21 and 29 assess it.

Although only eleven factors were loaded, to make the questionnaire complete statements for entrepreneurial and creative culture were added.

Industrial Relations:

Reliability Testing:

The questionnaire on industrial relations was constructed by deducing various variables from exhaustive literature review on industrial relations and some inputs were also made based on researcher work experience. This questionnaire was pre-tested by administering this questionnaire to 25 respondents from various organisations. Respondents were mainly the professionals working in the personnel and industrial relations field. After collecting the data, odd-even correlation was computed for ascertaining the reliability of the questionnaire on industrial relations. The result of the odd-even correlation between the statements indicated that the statements are highly significant at .001 level, thereby confirming the reliability of the tool. A total of 8 variables were arrived at after pre-testing. The industrial relations tool, therefore, measure industrial relations on 8 dimensions:

1. **Positive Discipline:** It measures 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 organisation. Statements numbered 52,58,59,63,64 and 66 assess it.

2. **Labour Peace:** It measures the existence of union rivalry, the frequency and intensity of agitation by the union and the restraint practised by the union in avoiding hostile reactions. Statements numbered 48,51 and 56 assess it.
3. **Industrial Peace:** It measures the degree to which management resorts to lay-off/lock-out and union resorts to strikes for resolution of problems/conflicts. Statements numbered 68 and 69 assess it.
4. **Collective Bargaining:** It measures the faith of both, management and union, in collective bargaining for resolution of disputes, settlement of demands and for maintaining discipline in the organisation. It also measures the commitment of both the parties in solving conflicts by negotiations. Statements numbered 47,54,57 and 76 assess it.
5. **Commitment to Production:** It measures the restraint practised by union by not attacking production to settle their demands and favouring rational upgradation of production technology. It also measures the productivity of the workmen, the restraint practised by them in not withholding their efforts and the degree to which they remain in discipline. Statements numbered 49,53,55,65,70,74,75 and 79 assess it.
6. **Union-Management Relation:** It measures the trust between management and union, the co-operation extended by the union on various issues and the degree to which the union tries to avoid stressful situation with management. Statements numbered 50,62,67 and 72 assess it.
7. **Trust and Transparency:** It measures the degree to which the management has trust on employees' and practices transparency by encouraging workers' participation in management. It also measures the effectiveness of communication between management and union. Statements numbered 60,61,77,78 and 80 assess it.

8. **External Forces:** It measures the extent to which the political and market changes and dynamics affect the relations between management and union/ workers. Statements numbered 71 and 73 assess it.

Productivity:

Reliability Testing:

As was done for preparation of industrial relations tool, the same methodology was applied for preparing the productivity tool. The tool on productivity was constructed based on exhaustive literature review. Productivity defined simply is "Input upon output".

$$\text{Productivity} = \text{Input/Output.}$$

But quite a number of other variables are responsible for productivity in any organisation. All the practically relevant indicators as deduced from literature review were taken and pre-tested. The questionnaire was pre-tested by administering this questionnaire to 25 respondents. These respondents were basically supervisors, officers and managers from various organizations. After collecting the data, odd-even correlation between the statements was computed to ascertain the reliability of the tool. The result of the analysis indicated that the odd-even correlation is highly significant at .001 level, thereby confirming the reliability of the tool. The tool has been divided into 9 broad items/variables.

The Productivity tool, therefore, measures productivity on 9 dimensions.

1. **Job Involvement:** It measures the extent to which employees plan their work, are interested in work and do it smartly, are cost and wastage conscious and minimise the rejection of finished goods. Statements numbered 82,84,90,92,94 and 106 assess it.

2. **Learning Attitude:** It measures the attitude of employees towards their job assignment, their attitude to learning new things and keeping themselves update with new information and developments and their capability and maturity to manage themselves. Statements numbered 85,88,89 and 95 assess it.
3. **Motivation and Morale:** It measures the extent to which 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. Statements numbered 87,91,96,97 and 103 assess it.
4. **Discipline:** It measures the extent to which the employees don't support indiscipline, are regular in attendance and show consistency in behaviour. Statements numbered 83,93 and 98 assess it.
5. **Team Spirit:** It measures the extent to which the employees are good team members as well as good leaders. It is assessed by statement numbered 86.
6. **Working Conditions:** It measures the extent to which working conditions are ideal in the organisation and the employees have the ideal equipment to do their work. Statements numbered 99 and 105 assess it.
7. **Manpower Utilisation:** It measures the extent to which all the employees in the organisation are fully utilised and employed. It is assessed by statement numbered 100.
8. **Work Methodology:** It measures the extent to which the working systems and procedures are arranged and spelled out in simple manner. Statements numbered 101 and 102 assess it.
9. **Job Satisfaction:** It measures the extent to which employees are satisfied in their respective jobs. It is assessed by statement numbered 104.

Details of Questionnaire on Organisation Effectiveness, Leadership and Conflict

Resolution Style:

Organisation Effectiveness Scale:

The researcher has used the organisation effectiveness scale constructed by Prof. C. N. Daftuar, which measures effectiveness on 8 dimensions.

1. **Consensus:** The uniformity in perception and attitude of employees. Statements numbered 144, 145 and 146 assess it.
2. **Legitimisation:** It measures acceptance by the sub-ordinates of their superiors' right to exercise control. Statements numbered 147 and 148 assess it.
3. **Need for Independence:** A quality of a person, which makes him like to think independently about his job problems and act (work) according to his own judgement and evaluations without much of supervisors interactions. Statements numbered 149, 150 and 151 assess it.
4. **Self-Control:** It refers to member's felt responsibility towards the job without managerial control. It is assessed by statement numbered 152.
5. **Job Involvement:** Degree to which a person is identified psychologically with his work or the importance of work in his total self-image. Statements numbered 153, 154, 155 and 156 assess it.
6. **Innovation:** Measures how often the respondent comes up with new, creative ideas to deal with the job, without anyone's help. Statements numbered 157 and 158 assess it.
7. **Organisational Commitment:** Measures how much the respondents care for the prosperity of the organisation and how much he is willing to work for his goal. Statements numbered 159, 160 and 161 assess it.

8. **Organisational Attachment** It refers to the extent of respondent's attachment towards the organisation. Statements numbered 162 and 163 assess it.
9. **Job Satisfaction**: It refers to the generally prevalent positive attitude towards various aspects of job. Statements numbered 164 to 175 and 178 assess it.
10. **Job Satisfaction (Work as a Whole)**: It refers to the generally prevalent positive attitude towards one's work as a whole. It is assessed by statement numbered 176.
11. **Job Satisfaction (Organisation as a whole)**: It refers to the generally prevalent positive attitude towards one's organisation as a whole. It is assessed by statement numbered 177.

Leadership: The tool on leadership was constructed based on the Leadership Grid Model of R. Blake and J. Mouton. Based on literature review four more leadership styles were added to make the tool more complete and exhaustive. Leadership is defined as "The ability of a person to lead individuals, groups, organisations etc." Different leaders have different leadership styles, which emanates from their value systems, their personality, their family and their cultural background. The Leadership tool, therefore, measures leadership on 9 dimensions:

1. **Impoverished Leadership**: In this form of leadership style minimum influence is exerted in interaction with others. The leader shows little concern for people as well as production and carries past procedures without any changes. Statements numbered 107 to 111 assess it.
2. **Task Oriented Leadership**: Here, the leader puts tremendous emphasis on meeting production deadlines in 'Do or Die' manner. He handles all activities right from planning, direction to execution and uses his authority to suppress objections and win his points. Statements numbered 112 to 116 assess it.

3. **Country Club Leadership:** The leader believes in building relationships with and between individuals and groups and encourages a pleasant atmosphere in the organisation. Finds solutions by taking opinions and ideas of all concerned. Is committed to people than production. Statements numbered 117 to 121 assess it.
4. **Practical Leadership:** The leader takes a balanced approach to achieve both productivity and good human relations. Manipulations, compromises and adjustments are used to resolve conflicts and arrive at decisions. Statements numbered 122 to 126 assess it.
5. **Team Leadership:** The leader believes in achieving targets and accomplishing projects through a team effort and thus puts emphasis on team spirit. He is open to suggestions and takes decisions after discussion and deliberations with all team members. Encourages participation and believes in confronting conflicts and challenges directly and constructively. Statements numbered 127 to 131 assess it.
6. **Authoritarian Leadership:** He expects total obedience of his dictates, is highly self-centred, status-centred and power-centred. Believes in controlling and checking every communication, regulates the type of interactions and relationships that should be espoused in the organisation. Statements numbered 132 to 134 assess it.
7. **Participative Leadership:** Like team leadership here also the leadership encourages participation, gives full freedom to employees in decision-making and delegates the authority to them. The difference between participative and team leadership is that the participative leadership encourages more individual participation and delegates responsibilities to them while the team leadership encourages team spirit and emphasises working in teams than individually. Statements numbered 135 to 137 assess it.

8. **Nurturant Leadership:** The leader takes more of a paternal approach and cares for employees. Believes in taking initiatives, guiding and directing the employees in meeting goals. Creates a healthy climate and tries to understand the employees with conscious efforts. Statements numbered 138 to 140 assess it.
9. **Authoritative +Participative + Nurturant (A+P+N) Leadership:** The leader changes his leadership style depending on the situation. Might be 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. Statements numbered 141 to 143 assess it.

Conflict Resolution Style:

The tool on conflict resolution style has been developed based on the model of K. Thomas. It measures conflict resolution styles as under:

1. **Avoidance:** In this form of conflict resolution style the person recognises that a conflict exists, but wants to withdraw from it or suppress it.
2. **Accommodation:** In this form one party is willing to sacrifice in order to maintain the relationship or to appease the opponent.
3. **Compromising:** Here, each of the concerned parties in the conflict gives up something in form of a compromise with willingness, wherein no one wins or no one loses.
4. **Competing:** Here, one of the persons or parties in conflict intends to satisfy his or her own interest, regardless of the impact that it will have or cause on the other parties/persons involved.

5. **Collaborating**: Here, all the parties/persons in conflict desire to satisfy the concern /interest of each other fully with co-operation and in search of a mutually beneficially outcome.

Experiences of Data Collection:

The researcher would like to mention some of the experiences and share his feelings which were deeply felt during the data collection and which were at times highly frustrating, painful and nerve wrecking. Although there was better side of the picture too, but it was in small flashes.

1. **Apathetic Attitude**: The researcher was appalled by the response the people gave when he had accosted them to seek permission for data collection. At the outset quite a lot of them did not show inclination even to meet the researcher when informed from the reception of the company. At times it took hours together for the researcher to meet the concerned authority, even after getting the appointment. In some organisations the researcher could get a feeling that the research students were given discriminatory treatment. For e.g. In couple of organisations where the researcher had gone for seeking permission for data collection, he was informed that only students from IIM's or the premier institutes are allowed for assignments and projects. In most of the organisations where the researcher conducted the research, the researcher had very-very tough time following up with the concerned officials. The researcher had to make several STD calls in each organisation to get back the questionnaire. In some of the organisations, in addition to STD calls, it took one reminder per week for a period of not less than 4-5 months to get back the questionnaire. At times the concerned officials in the company declined to provide the required sample from the organisation and the researcher had to request and at times plead them to make

them understand. However the response rate was between 30-40% on an average. There were a few exceptions wherein the organisations provided the required sample. One thing that the researcher felt and concluded was that there is very little inclination, interest, aptitude and appreciation in industry as regards research and such other endeavours.

2. **Lack of Appreciation:** During the data collection the researcher felt that industry in general is not geared up, receptive and appreciative of research. Basically, there is total lack of appreciation and encouragement and data collection is not facilitated easily. Even after giving permission and agreeing to provide responses, a lack of interest and appreciation results into either tremendous delay in getting the responses or there are no responses at times. In some of the organisations wherein the person in HRD/Personnel department were frank enough to share their observation, the researcher was told that many respondents simply threw away the questionnaire a day or two after they were given to them. This was not only a very painful experience, but one which frustrated and de-motivated the researcher. Over and above that in more than couple of experiences the researcher had to send a whole new set of questionnaire because either it was misplaced by the respondents or by the person in-charge of the data collection. In one such organisation the researcher send about 20 questionnaire three times (Total number = 60) and still did not get even a single questionnaire back.

Some other experiences are enumerated hereinbelow:

1. Respondents in quite a number of organisations were not ready to disclose their identity and the researcher had to inform that disclosing identity was not mandatory.

2. In a couple of organisations where the researcher attached a self addressed envelop with the questionnaire for returning back the questionnaire directly to the researcher the response rate was better than in case of those which came through the organisations.
3. In the organisations where the data collection was taken care of by young professionals, the response rate was much better than those organisations wherein the data collection's responsibility was taken by a senior level official.
4. In the organisations where the researcher knew some employees informally, data collection was facilitated immensely.
5. In more than couple of organisations wherein the researcher had given the questionnaire for data collection, the questionnaire's were never returned back even after continuous follow-up and even after the researcher was assured during every follow-up that the questionnaire's will be returned.

Treatment of the Data :

Various statistical tests have been used for treatment of the data. The statistical tests used prominently include:

1. Simple frequency distribution and bi-variate statistical analysis have been done as per the requirement of the analysis.
2. Chi-square test and Analysis of Variance (ANOVA) have been used to examine the relationship between various variables.
3. Factor Analysis and Odd-Even Correlation methods have been used for the reliability testing of the tools.

Chapterization of the Study:

The present study has been divided into six (6) chapters as mentioned below :

1. **Introduction** – The first chapter includes the introduction of the topic under study with discussion on various concepts, definitions of organization culture and its relationship with organization effectiveness, industrial relations, productivity, leadership.
2. **Research Methodology** – The second chapter outlines the methodological rigour of the study indicating about the research design, universe, sampling procedure, sample, tools of data collection, limitations of the study, experiences during data collection etc.
3. **Review of Literature** – In the third chapter a systematic presentation of literature review on organization culture is done. It includes review of various studies on organization culture and other studies linking organization culture with other variables like leadership, organization effectiveness, productivity and industrial relations.
4. **Research Setting** – The fourth chapter presents the profile of various organizations from which the data for the present study has been collected. The chapter is divided into 2 parts. In the first part profile of various textile organizations from which the data was collected has been given and in the second part the profile of various pharmaceutical companies from which the data was collected has been given.
5. **Analysis and Interpretation** – In the fifth chapter, analysis and interpretation of the data has been presented. The sequence flow of the analysis and interpretation proceeds from simple frequency and bi-variate tables to chi-square test analysis and then on to Analysis of Variance (ANOVA).
6. **Findings, Conclusions and Suggestions:** Findings and Conclusions are presented in the sixth chapter with important findings being highlighted and their implications being discussed. Based on the findings and conclusions, an effort has

been made to present some suggestions for the academic and practising professionals. Effort has also been made to present a Social Work Action Plan based on the conclusions drawn from the study.