Undoubtedly, textile industry in India, particularly cotton, has been an important concern in industrial sector. Therefore, it has been a focus for intensive studies of different nature for the last many years. Gandhi (1951) has presented an extensive volume regarding the development of Indian cotton textile industry from 1857 to 1950. Mehta (1954) has also come out with the volume describing the cotton mills of India which covers full century from 1854 to 1954. He examined management and ownership patterns of cotton mills since the origin of this industry. Chandrakantham (1958) submitted her dissertation to Nagpur University on structure and organisation of the textile industry in India. Singh and Rudraswami (1959) of South India Textile Research Association (SITRA) made an empirical study of organisation, communication, management hierarchy, control and delegation etc. Makhria (1959) investigated into workers' life and leisure in textile-industry and their attitudes towards various issues affecting them, and relationship between social conditions and productivity. Bhatt (1960) described functions of the 'line and staff organisation' with special reference to textile industry.
Some chronological studies have also been conducted in the field. Fukajara (1965) has discussed the historical development in textile organisations. Similarly, productivity and modernisation aspects were studied in depth by Modi & Chitnis (1966). Bhave (1969) compared the Cotton textile units in depth. Menon et al (1970) analysed the supervisory jobs in textile industry. Cotton textile and engineering occupations were studied by Prasad (1973). Job satisfaction and resistance to change were analysed in 1972 by Pestonjee. Pandey et al (1975) studied a level of job satisfaction among supervisors and workers of the textile units. Perceptions of computers in Indian textile industry were taken by Pareek et al (1979) in their study of image and attitudes. Effects of employees' anxieties concerning various constituents of job-life on their relations and adjustment in social life was surveyed by Srivastva and Krishna (1981). Lakshman (1984) outlines a new approach to the problem of work load, work assignment or complement for textile mills workers.

As indicated earlier in Chapter I, since our study concerns mainly with the problem of effectiveness and efficiency so we will concentrate on these aspects and survey the literature accordingly. To be more systematic, the review of the literature will run varietieswise.
It may, however, be made clear in the outset that while surveying the literature of these two aspects we have also considered other similar studies made on various industries as well, along with textile industries.

EFFECTIVENESS:

Various studies have been conducted on the aspect of effectiveness. No doubt, some of these have been quite limited in scope as these have considered only one or two determinants of effectiveness but still useful. A few studies have also attempted to include more variables and are quite wide in scope. The studies of effectiveness directly or indirectly supporting or contradicting our study are given as under:

Managerial effectiveness was studied by Raddin (1967) in which he resolved the conflicts between theory 'X' and theory 'Y' of McGregor giving three dimensions of management style. These dimensions were Task oriented (TO), Relationship oriented (RO) and Effectiveness oriented (EO). Ganguli (1971) conducted a detailed study and investigated the behavioural aspects of some Indian industries covering a span of 50 years say from 1920 to 1967. Dayal (1967) considers that the effectiveness of organisation depends upon its ability to achieve the balance among technological, social and political forces within the
organisation and the forces which are imposed upon from external sources. Whereas Kottar (177) believes that as the organisation become more complex, managerial effectiveness does not depend on formal authority alone and require power to influence people on whom they are dependent. Similarly, Shetty (1978) maintains that capacity to influence the subordinates ought to be effective is not only the authority or positional power, but is derived from other sources also such as personality and expression. Kelley (198 has compared impartial and participant interest theories of organisational effectiveness. He also incorporated a principle of justice and a harm minimization principle for evaluating organisational effectiveness. Ramamurthy (1985) on the other hand suggested informal auditing system (IAS) for managerial effectiveness at different levels.

Bennis (1966) has raised strong reservations regarding the applicability of theory 'Y' for managerial effectiveness. He raised six questions about application of 'Y' theory in the context of modern management in India. On the basis of this study he finds that factors like Indian culture, education obviate the working of 'Y' theory. Bhushan (1968) has emphasized various personal factors such as, age, education, residence and sex for the individuals preference of authoritarian and democratic form in an
organization. Recently, Harsha (1978) advocated for traditional two factor approach and presented a new theory 'Z'. It places more importance on individuals' ability and creativity. Most of the managers believe that authority or positional power is the most effective tool for influencing subordinates' performance (Shetty 1978). By far, the most important values held by the group of managers are honesty, hardwork and sincerity (Warrier 1982). The leader who maintains close informal ties and provide necessary psychological security is able to inspire his subordinates (Sharma 1984). Dubey (1987) found that Indian leaders, as a group, are deviated towards authoritarian submission.

While reviewing the literature in respect of managerial skill, Vakil and Barhmanand (1955) believed that technical knowledge and capacity are important factors for effectiveness. Sequeria (1962) has found that effectiveness of managerial practices depended on the time spent on production, having better reception of workers and better reception of information as well as support from management. Camroom (1962) listed some factors such as the chain of command, contract with the company, authorities and their responsibilities, professional skill and experience, statistics of workers and production etc., for effective manager. Banerjee (1964) discussed the requirement of the
basic skills which managerial person must possess, those are: technical skills, human relations skills, and organisational skills. James and Kango (1966) studied that the effective supervision depends on human relations, skill and initiative in rating the problems faced by the management. Meching (1977) stressed an expectation approach to improve communication and thereby increasing organisational effectiveness. Gafield (1984), on a long term search, concluded that effective managers are trained not born. They possess particular characteristics and these qualities are learnable. Similarly, Virmani and Mathur (1984) constructed an opinion that intelligence is required to use intelligence to achieve managerial effectiveness. Peters (1984) has argued that for the management to be effective the adaptability to changing circumstances should be there in the managers. Cokinsun (1985) argued that good managers should be less rigid and should not be guided by pet theories, should be receptive to change and should be capable of taking decisions to use scarce resources. Manager's effectiveness in Indian organisation depends on high degree of professional knowledge (Rao 1984).

Organisational climate (OC) which is the third variable in effectiveness measurement has also been studied by many persons. It is a multidimensional concept in the
sense that various factors make the organisational climate. Although in some studies single dimension has also been emphasized. Organisational climate being relatively a new concept therefore much work has not been done on this aspect. Bose (1958) emphasized three dimensions for individual motivation and higher production which effect the Organisational Climate. These are: pleasant working conditions, satisfactory social relations and reward for good work. Sequeria (1964) empirically studied organisational climate in a public sector engineering unit. Vaid (1968) found that employees' adjustment to work is sustained by a set of complex inter-relations among work situations, job aspects and personal attributes. Various factors have been identified to influence the organisational climate and thereby the performance (Sharan 1968). Effect of the policies, recruitment, promotions, remunerations, personality traits of top managers and social environment change the organisational climate. Tandon (1964) considered that the 'standards' (part of Organisational climate) set by the managers decide the effectiveness.

Organisational climate in public and private sectors have been compared systematically by Roy (1974).
In this study, the public sector as compared to the private sector was perceived to be less efficient not because of anything inherently wrong in the basic concept of the former but it is perceived to be suffering from organisational climate problems like nepotism, arbitrariness in union-management relationship, inexperienced managers, inadequate management system, interference by Government and political forces in the name of public accountability. Sinha (1974) arrived at, more or less the same conclusions on the basis of his study over 800 executives. He found the public sector inferior in the climatic dimensions of chances of promotions, efficiency, responsibility, social relationship initiative, reward and working conditions. Lawler (1977) emphasized the establishment of necessary and clear connections between performance and rewards to develop a work climate for an effective management.

Phillip (1980) ascertained the dimension of clarity in roles for organisational climate. Conformity to prescribed norms has also been considered an important factor for managerial and workers' performance (Mukherjee 1984). Srivastva (1985) described the need for achievement of employees as the determinants of the perceptions of organisational-climate. The factors which influence a company's organisational climate are:
Communication's effectiveness, motivational techniques and leadership styles. Kundan (1985) found negative correlation between esteem need and all the OC variables except control and so deprivation of any need will affect the perception of Organisational climate.

Coming to the fourth variable of job satisfaction, we will see that it has been given maximum consideration in various researches in the field of management and industrial psychology. In India, Ganguli (1953 & 1957) has made a good attempt on the analysis of job satisfaction and its effects on management. Dutta's study (1959) is also quite significant in this field. He considered the factors like job-security, pay, relationship to seniors, pride in work, physical environment and union-membership in the measurement of job-satisfaction in some organisations. Sinha and Singh (1961) ascertained that absenteeism is affected by job satisfaction whereas Sequeria (1963) hold the view that job satisfaction was not necessarily related with the performance of the employees. In the study made by Sinha and Nagar (1965), they discovered the positive relationship between job satisfaction and production. Lahiri (1965) holds that salary, security, personal growth and human relations were important factors of job satisfaction. A similar
study was by Lahiri and Chowdhary (1966). Kapoor (1967) took demography, caste, experience, skill, education and income factors in his research to measure job satisfaction and their relationship. Some more comprehensive studies, which investigated this aspect, were made by Pestonjee and Singh (1973), Sutaria (1974), Srivastva (1975), and Sharma (1979). They studied the job satisfaction and its relationship with effectiveness and efficiency. Brown (1980) held that values of subordinates also determine the job satisfaction.

In 1983, Verma and Sinha measured job satisfaction with the help of power, prestige, promotional avenues and opportunities. Jagdish (1985) drew the conclusion that job as well as personality variables affect the job satisfaction. Job enrichment through varieties of factors determines the job satisfaction (Daftuar and Prasad, 1986).

Most of the studies dwelt upon various job related determinants like job security, pay, recognition, job's nature and relationships with superiors etc., to measure the job satisfaction and its impact on managerial activities. Individual, characteristics as age, marital status, experience, dexterity and caste have also been attended equally well with job-satisfaction in organisation. But the results of all these studies are not concluding and agreeable.
In the early studies the emphasis was on the factors responsible for job satisfaction. This trend continues even today. In these studies various job related determinants, particularly incentives, have been listed such as security, pay, recognition, job's nature and relationships with superiors etc., were found more important. At the same time studies on factors responsible for variations in job-satisfaction have also been equally attended. Some of the important factors studied were age, marital status, experience, skills, caste etc. Although, almost in all the studies the emphasis has also been given on its relationship with the end variables, however, the empirical accounts are very few. The studies have related the job satisfaction with absenteeism, production, attendance, adjustment, organisation climate, job behaviour and personal behaviour etc. Still the results of these studies are not concluding and agreeable. Some studies found the relationship between job satisfaction and end variables whereas the others report no relationship.

EFFICIENCY:

After having reviewed the important and useful studies of effectiveness and its variables, now we take up the review of some useful studies done on efficiency.
The first empirical study by Chowdhary and Amin (1952) considered non human factor to increase production, was the illumination in loomshed at Ahmedabad and recommended the use of Flouroscent equipment with 20 to 25 footcandles intensity. Gandarde (1954) studied relationship between productivity and job satisfaction and concluded that there is lot to be done as not enough work is available in this field. Bhatt and Amin (1953) empirically proved that training within Industry (TWI) leads to more efficient productivity. Chowdhary (1955) presented an extensive empirical study at the first management conference at Ahmedabad that industrial efficiency can be improved in a number of ways by getting new and more modern equipment by improvement of raw materials and processes by keeping controls in different processes and so on. Rice (1955) has stressed on task break down and social organisation for enhanced production and quality whereas, Mehra (1958), while discussing productivity problems in India, analysed the causes of low productivity as technology management, Labour government and economic and natural factors. He suggested that huge increases in production could be achieved by reorganisation of work, work methods and by imparting facilities.
Bose (1958) discussed the psychological approach to the productivity movement and found that overall favourable attitude of workers failed to show any clear relationship with productivity. An overall morale based on satisfaction was found to be positively related with productivity. He also found group cohesion of work groups positively related to morale and productivity. He further held that even technical change implementation was capable of facilitating only by workers' participation in discussion. Makharia (1959) found that non working life and low standard of living reacts unfavourably on potentiality, productivity and efficiency of workers. Srinivasan (1960) has also stressed on workers' life betterment for raising industrial productivity. Chowdhary (1960) found that with improved conditions of work, productivity increases. But in some cases, opposite results were obtained due to overlooking of workers as individuals.

Reducing the amount of work to be performed and reducing all types of wastage are direct-means to increase the efficiency (Singh 1964). This study was based on time and motion principles. Pennathur (1963) has also emphasized on work-organisation for cost reduction and thereby increasing efficiency. Whereas Sen and Gupta (1966) considered supervisor and his ability
to obtain cooperation for better utilization of resources and improve the productivity. Ray (1969) concluded that monetary incentives help only short term higher productivity. Apte (1971) studied a sample of the employees of textile mill ranging from Managing Director to shop floor operatives. He concluded that the productivity variations showed a good relationship with the perceptual differences particularly at floor level.

The subjective participation, i.e., the perceived level of participation in decision making in textile mill was reported to be significantly related to job efficiency and effectiveness (Malviya 1975). Yet, in another study, it was wage factor crucial for productivity (Bangruswami 1971). Rao (1972) has taken a system view that productivity depends on three sequential things. Individual must join and remain in the organisation, they must perform dependably and they must engage in occasional innovative and operative behaviour.

Relationship between trust and employee performance were statistically significant except that between group distrust and employee performance (Dwivedi 1984).
Bruce (1981) found that if the human development slows down, the productivity would decline. Incentive system can lead to productivity improvements (Douglas & Gupta 1982). Bhatia (1984) believes, (on the basis of his findings), that reduction in absenteeism ratio can certainly lead to improvement in productivity. Human resources planning can enhance productivity where it is supported by efforts to clarify job roles, training & development for workers and to engage in comprehensive performance appraisals (Orpen 1985). There should be mutual trust and cooperation between management and labour to improve the productivity (Chetty 1985).

Nawachkwu (1986) emphasized on manpower training and careful selection of equipments for production system and he concluded that efficiency in a developing country was affected by the lack of: proper work planning, maintenance skill and automated complex machines. Money status, autonomy, recognition, and rewards act as incentives for productivity and effective performance only up to a point (Rastogi 1987). Success, achievement, higher productivity and effectiveness call for stress (Festonjee 1987).

The review of the literature reveals that not enough research is done on textile industry which is the major industry in India. The studies conducted so far
have considered only physical resources and productivity and not much of human factor. Admittedly, some studies are available on human aspects but not yet exhaustive because all human factors in Indian textile industry have not yet been given considerable thought. This situation provides sufficient scope for research in Indian Textile industry. Further, there has been no study which considers effectiveness and efficiency in an integrated manner. Therefore, the research and investigation in this field would not only be intellectually stimulating for academic researchers but would also prove considerable value to the executives and to the persons who are directly or indirectly concerned with the textile industry in particular and industry in general.

Our research tends to be an original piece of work in the sense that it will bring to light the facts hither to unknown and not yet clearly seen or envisaged. The present study attempts to be more comprehensive and rigorous by taking almost all human factors into consideration while measuring effectiveness and efficiency in textile industries in this Northern part of the country.

We have briefly reviewed the literature on the aspects of effectiveness and efficiency in the context of the Indian industries. The idea is that with the help
of broad aspects and the conclusions derived thereof, we would be in a position to compare our own findings with these studies. This we have done in chapter-V.