PREFACE

India and the world in general experienced unprecedented changes in the industrial and business environment since 1990s. The worldwide phenomena comprised, inter alia, rapid changes in the technology and their application in a highly competitive environment making it imperative for the corporations and business to focus on continuous improvement and consumer delight rather than on economies of scale in manufacturing and other unit-level considerations and initiatives. It also has become increasingly important to ensure compatibility in terms of consciousness toward quality of products and services as well as the external environment within which the industry and business operate.

Measuring up to the challenges in recent times has been a major focus area for the business world. The strategies, policies and practices planned and implemented had to be necessarily dove-tailed with the corporate objectives in order to sustain the predetermined growth perspectives and priorities more consciously than ever before.

The dynamic elements of the economic environment posed constant threat to individual business operations which compel critical examination of their activities and ensure their relevance and applicability to bring about necessary changes rapidly in tandem with the emerging challenges. Survival of business enterprises, to a large extent, depended on their adaptability and flexibility. Consequently, there is an increasing need to channelize human effort and respond effectively to the expectations of stakeholders in an ever-changing industrial and economic environment.

Today’s world has shrunk beyond recognition with geographical boundaries having restricted impact on our economic functions. Technological advances are required to be adapted more meaningfully for consistent progress and well-being of humankind. International markets give no special consideration to countries in terms of origin for products, services or quality. Customer is the king and stringent quality standards ensure for him his well-deserved place of importance. Emerging market conditions make it imperative for industry to constantly improve performance by optimally using its core competencies and skills in assessing and acting on the potential for cost reduction, waste elimination and quality up-gradation.
Indian engineering industry gained momentum in 1950s after the adoption of Prof Mahalanobis model of growth strategy based on heavy capital goods. Since then, India has forged ahead in promoting and establishing a huge number of large-, medium- and small-scale engineering industries and performed well on the export front.

Indian engineering industry, identified as the 'engine for growth,' took many initiatives consistently for export promotion and produced world-class goods and services. Today, India is looked upon as a major nerve-centre for world-class manufacturing and the present decade and beyond hold promise for us to emerge as a superpower in the field of manufacture especially in the engineering sector.

The engineering industries are defined to comprise those metal working branches producing fabricated metal products, non-electric and electric machinery & apparatus, transport equipment, precision instruments, watches and clocks.

The present study is primarily of engineering industry in Western Region, However, in order to ascertain variability inter se, a few select non-engineering units have been included in the study. Findings of the study is useful in formulating strategies for enhancing job satisfaction and reducing role stress in their respective spheres.

The present study aims at investigating relationships between organizational variables, namely, Organizational Climate and Size with Job Satisfaction and Organizational Role Stress among executives in Engineering and Non-engineering industries. Comparison is made between Large- and Medium-size companies. The cut-off level has been determined on the basis of sales turnover (Rs.10 crore); and employment (100 employees).

Considerable emphasis is laid on people in the organization. Since the advent of Industrial Revolution, researchers have been engaged in studying the human behaviour and motivational aspects of people at work. It is widely accepted that a major determinant for organizational effectiveness and success is a highly motivated and satisfied team of employees.

Besides these challenges is the need for managements to be sensitive to the emerging psychosocial impact on the people.
For instance, the 'personal touch', which used to be *sine qua non* for business dealings, is almost absent following the communication becoming increasingly through networking and indirect.

Similarly, with organizations choosing to get flatter, the hierarchical/pyramidal structures stand drastically modified. As a result, middle management positions in many industries get eliminated, or become redundant. Increasing stress on achieving predetermined, measurable, performance levels and results leaves limited room for 'enjoying' the work and scope for socializing and empathizing, which is crucial for a well knit, satisfied and unified human enterprise.

The study is documented in Seven chapters. First deals with importance of the study with a brief outline of various variables. Second presents a description of basic concepts and a review of work. Third deals with statement of the problem and hypothesis, fourth discusses research methodology. Fifth presents analysis of data while sixth discusses results of the study. Seventh chapter gives a summary and conclusions. A comprehensive bibliography and four questionnaire blanks used for collecting data are given as *Annexures*. 