

INTRODUCTION

CHAPTER 1

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**JOB REACTIONS UNDER DIFFERENT SYSTEMS OF MANAGEMENT
AMONG TEXTILE ORGANIZATIONS**

**CHAPTER I
INTRODUCTION**

Industrial Revolution and Scientific and Technological Innovations have vastly improved the tools and materials employed in enterprises. However, their promise for higher productivity is constantly belied by the problems recurring in effectively organizing the human resources.

Thanks to the Industrial Revolution the home craftsman and the "cottage system" declined and factories emerged. The advent of factory, required thinking in new directions for better organization and management. Sir Richard Arkwright who invented the spinning frame is one of the pioneers to device and administer the code of the factory. James Watt also recorded to be a progressive manager in 1700's. Till the end of 19th century the management practices were not systematized. The scientific management concept ushered due to the contributions of Frederick Taylor (1911), Henry Gantt, Frank and Lillian Gilbreth. Among them Gantt's name is associated with humanistic approach. Gantt's contributions include work in the field of motivation. He has suggested successful incentive plan, importance of the consideration of the worker, recognition of the social responsibility of the enterprises, and the importance of measuring management results.

The Hawthorne studies conducted by Elton Mayo and his colleagues at the Harvard Business School and done at the Western Electric Company between 1927 and 1932 are epochmaking till date. The findings of the studies have revealed three most significant aspects of human

resource, essentially they reveal that the industrial work group is a human social group and group behaviour phenomena have powerful influences upon individuals in the enterprises. The work group seems to fill legitimate human needs on the job which are held to be the legitimate concern for the family, the church, or fraternal association. Further, the work group can be a powerful force for or against productivity. The salient lesson from the Hawthorne studies refers to the Hawthorne effect; individuals may cooperate in increasing the productivity so long they are treated as human beings whose needs require consideration and attention. Admittedly, Hawthorne studies have not suggested any lasting solution for organizing human resources but stimulated many questions with regard to the industrial practices.

Herzberg et al. (1959) have furthered our understanding of the features of the organizational environment. Their work has been influenced by Maslow (1943). The research on attitudes of people towards work in environmental context revealed several interesting findings. They point out that concentration on incentives like pay, fringe benefits and better conditions do not augment motivation to work but remain to be providing only the hygiene aspects of the work environment.

McGregor (1960, 1966) has scrutinized the assumptions held by managers and others about human nature with reference to management practices. He suggests that assumptions cherished by the managers have pernicious quality of self confirming prophecies. McGregor observed that till his date the management practices reflect a typical assumption about human nature which could be labeled theory X. According to theory X dislike of work is inherent in average human being and hence

most people must be coerced, controlled, directed, threatened with punishment to make effort toward achievement of organizational goals. The average human being is further believed to prefer to be directed to avoid responsibility, wants security above all and has relatively little ambition. McGregor reasoned that the vicious cycle of the theory X could be broken and more productive and enlightened practices devised if a newer set of assumptions are used. The newer set of assumptions called theory Y assumes that the physical effort in work is as natural as play or rest and the average human being does not have inherent dislike for work. The average human being will exercise self direction and self control in the service of objectives to which he is committed. Rewards are associated with achievements and responsibility is not only accepted but sought by an average human being. Creativity is widely distributed in the population and conditions of modern industrial life, the potentials of the average human beings are only partially utilized.

As a response to the challenges posed by the fastly changing socio political and industrial environment, several attempts have been made for organising human resources in modern organizations. The work of Barnard (1938) and Simon (1957) has contributed to recognizing the behavioral aspects of organizations. The importance of communication and its acceptance and the existence of a cooperative system contingent upon the human participants ability to communicate and cooperate is well recognized today. The understanding of the importance of the relationship between the individual and the organization has been well emphasized by several other investigators (Suojanen, 1966 ; Whyte, 1956 ; Bakke, 1955 and Zalesnik et al., 1958 ; Argyris, 1957, 1962, 1964 ; Blake

and Mouton, 1964, 1965 ; Hersey & Blanchard, 1969, 1972; Reddin, 1977). Likert has expanded our knowledge about managing human resources in enterprises.

In a study of the responses of workers to the technological attributes of work such as variety, autonomy, responsibility, opportunities for personal interaction, attempt has been made to relate the job attributes to the workers response (Lawrence and Turner, 1964). The findings suggest that the attributes of work and the responses of the individuals are generally related. Besides this main finding a serandipous revelation is found in the study. The findings of the study also suggest that town or rural workers tend to react positively to more complex work requiring greater skill and acceptance of responsibility while the city workers tend to react negatively to this kind of work, but positively to simpler tasks requiring less skill and acceptance of less responsibility. The finding last reported raise the following fundamental questions. How far sub-cultural influence or subcultural pre dispositions influence the behaviour of individuals in organizations ? When subcultural influences exist how far the theories formulated on the basis of observations made in one society are applicable to explain organizational behaviour in organizations in other societies ?

Purpose of the study

The purpose of the study is to examine the relationship between organizational climate and the motivational characteristics. The literature on climate is abundant with perspectives gained from different disciplines such as history, sociology, economics and psychology. Many questions have been raised and answered in the literature. The need for the study of climate has been well recognized in literature. Information on climate -

job reactions relationship may have implications for consultants in organizational behaviour organizational psychology, management educators and practioners.

Specifically, this investigation studies the organizational climate - job reaction relationship within the context of Likert's (1967) new patterns of management.

The role climate plays in setting the scope and deciding the limitations for behaviour of individuals in groups, in organizations has received the attention of researchers in recent years. Studies shift their focus from such aspects as satisfaction and morale to climate. Climate is emerging as a Gestalt necessitating new perspectives in understanding and interpreting individual and group behaviour in organizational setting.

Earlier studies on climate have failed to recognize psychological climate from that of organizational climate. Only in recent time the discrepancy between psychological and organizational climate is recognized. Only in a few studies the incongruency is treated as an independent variable.

The present study specifically attempts to relate the job reactions to organizational climate, including Probabilistic Orientation, Work Commitment, Alienation and Role Conflict.

Assumptions

Rensis Likert has suggested his theory of patterns of management building upon the findings of the research studies available in literature till 1960. He has also advocated that the systems could be applied to organizations and enterprises other than the business organizations studied

by him and his associates while formulating the theory. The present study assumes explicitly that theory of Likert is conceptually superior to classical theories of management. It also assumes that the theory could be validly extended to account for human behaviour in textile organizations in India.

It is further assumed that the conditions that prevailed in US business organizations that led Likert to his systems theory are comparable to the conditions prevailing in Indian organizations at the present time. This assumption could be considered reasonable since the Indian social setting and the organizations in India are fastly modernizing themselves and are vastly democratizing their practices in personnel administration. The socio-political climate in India at present time reflects trends in urbanization and modernization to a large extent.

Limitations

India as a country is spread over the vast geographical area enclosing 3.3 million sq. kms (3280483 sq. kms.) and has a varied relief climate, languages, customs, religion etc. For the present study a single town in India could hardly be considered as a representative of the subcontinent. As much as the variations in the culture, custom and religions have influence on the behaviour of people, it is difficult to conceive that the findings of the study could not widely be generalized to the whole country.

The investigations hitherto have been reported to have attempted to study alienation, job stress and involvement as job reactions under different organization climates. However, the concept of probabilistic

orientation has not been considered for its relevance to job reactions. In the present study an attempt is made to explore the possibility of studying probabilistic orientation with reference to job reactions. In this sense this study may be regarded as an exploratory one.

The present study has made use of a purposive sampling of 30 textile organizations out of 955 organizations belonging to the sampling frame. This has restriction on the findings and the study could not be generalized to the other organizations.

Another limitation in the study pertains to the possibility of sensed responses due to the S's consciously or unconsciously biasing their answers. It is to be stated that no overt indication of the possibility is available in the investigation. Still this possibility cannot be ruled out in studies such as the present one in which data are gathered through self reports in an organizational setting.

Operational Definitions of the terms

Systems of Management

The systems of management are defined operationally as the four patterns of management viz., Exploitative Authoritative, Benevolent Authoritative, Consultative and Participative described by Likert (1967) and identified by standardization of the profiles of organizational Characteristics (POC) within and across organizations in the region.

Organizational Characteristics

The organizational characteristics are defined operationally as the characteristics measured by the POC Scales viz., leadership process, Motivational process, communication process, Interaction - influence process, Decision-making process, Goal setting or ordering, control process and performance goals and training.

Probabilistic Orientation

The Probabilistic orientation is defined operationally as the score obtained by an individual on the Probabilistic Orientation Questionnaire (Narayanan, 1982)

Work Commitment

Work Commitment is defined operationally as the score obtained by an individual on the Work Commitment Questionnaire (Narayanan, 1981)

Alienation

The Alienation is defined operationally as the score obtained by an individual on the Alienation Questionnaire (Vendal, 1981).

Role Conflict

The Role Conflict is operationally defined as the score obtained by an individual on the Role Conflict Differential (Narayanan, 1981).