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APPENDIX-I
INTERVIEW SCHEDULE

ORGANIZATIONAL CLIMATE IN CO-OPERATIVE SECTOR - A STUDY
ON CO-OPERATIVE SPINNING MILLS

In the following pages, you may be pleased to find a few statements related to your mill. Please mark "0" in the scores and in the boxes provided.

SDA = Strongly Disagree
DA = Disagree
UC = Uncertain
A = Agree
SA = Strongly Agree

There is no right or wrong answer to each statement. Your frank and free opinion will help us greatly in our assessment.

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I. PERSONAL DATA

1.1 Name (optional)

1.2 Age:
- Below 25
- 26 to 35
- 36 - 45
- 46 and above

1.3 Educational Qualification:
- School
- P.G. and above
- Diploma
- Degree

1.4 Your present position in the Mill:

- Top Level
- Middle level
- Lower level

1.5 Work Experience in the Mill: ........ years

1.6 Monthly Income:
- Below 1000
- 1001 to 2000
- 2001 to 3000
- 3001 to 4000
- 4001 and above

1.7 Social Group: F.C. B.C. S.C.
II. WORKERS ATTITUDE

2.1 The type of job given to me is totally acceptable 1 2 3 4 5
2.2 People around here seem to enjoy each other's company 1 2 3 4 5
2.3 In this mill rewards and encouragements are more common than threats and criticisms 1 2 3 4 5
2.4 I feel that I belong to my mill and I am a valuable member of the working team 1 2 3 4 5
2.5 I get the help of my superiors when there is a problem at the work spot 1 2 3 4 5
2.6 In this mill I am getting due respect as a human being irrespective of my job 1 2 3 4 5
2.7 I have access to my works manager or chief executive whenever I have personal matters of importance 1 2 3 4 5

III. JOB CHARACTERISTICS

3.1 In this mill, job is designed individually i.e., it is suitable to the values and needs of the people doing it. 1 2 3 4 5
3.2 My work gives me considerable opportunity for freedom and independence in discharging it. 1 2 3 4 5
3.3 I feel I am putting my knowledge and ability to the best use in my job 1 2 3 4 5
3.4 In this mill there are reasonable standards of performance 1 2 3 4 5
3.5 There is a relation between the amount of work assigned and the time required to complete it

3.6 In this mill different kinds of works are well defined and interrelated jobs are co-ordinated

3.7 In my work, responsibilities match my capabilities

IV. WORKING CONDITIONS

4.1 This mill provides safe and healthy working conditions to its employed

4.2 There is adequate job security in my mill

4.3 This mill provides adequate welfare facilities and amenities to its employees and their families

4.4 This premises have adequate air, ventilation and toilet facilities

4.5 My work itself provides indication to me regarding my performance

4.6 I experience no difficulty in completing the job assigned to me

4.7 Our mill's safety equipments are arranged in a ready-in use manner

V. PERSONNEL POLICIES

5.1 This mill recruit people after assessing the merits of each case by an objective test

5.2 In this mill selection criteria is based on purely ability and performance
| 5.3 | Employees in this mill have many opportunities for advancement |
| 5.4 | The management is fair with the employees in matters of compensation and perks |
| 5.5 | There are rewards for everyone here; They are not meant only to those who work hard |
| 5.6 | In our mill, retirement benefits are enough to lead a peaceful and happy retired life |
| 5.7 | The management of this mill is always ready to look into the grievances and complaints of employees and redress them |

VI. PERFORMANCE - REWARD RELATIONSHIP

| 6.1 | I am well paid to the work I do |
| 6.2 | People here are rewarded in proportion to the excellence of their performance |
| 6.3 | We have better remuneration policy when compared with that of many other mills |
| 6.4 | In this mill there is a direct relationship between performance and rewards |
| 6.5 | Employees who contribute to the company's productivity and efficiency are invariably appreciated and encouraged with due awards here |
| 6.6 | We follow different reward systems to different types of work |
| 6.7 | A more efficient worker in our mill gets always better rewards than that of an average worker |
### VII. SUPERVISION

7.1 Supervision here is usually to find out the mistakes and 'catch' the persons committing them

7.2 Supervisors here expects their subordinates to ask them for instructions and suggestions

7.3 Supervisors reward outstanding achievements

7.4 Supervisors here are keen on maintaining good relations with their subordinates

7.5 Supervisors are co-operative

7.6 Supervision should be accompanied by leadership qualities

7.7 Supervisors try to use their expertise and competence rather than their formal authority in influencing their subordinates

### VIII. COMMUNICATION

8.1 Instructions are issued after due consideration by the authorities

8.2 There is no communication gap in our mill

8.3 Most of the communications are informal and friendly and contributes to warm relations in work

8.4 Employees communicate information suggestions and even criticism among them

8.5 Relevant information is made available to the employees relating to their work - from their superior
8.6 Here, the employees are always well informed about the matters pertaining to the mill

8.7 The views of the top management are clear in many decisions

Rank the following: Rank as 1, 2, 3 ...... as per your

I derive Total satisfaction from

   a) my job
   b) my work group
   c) my boss
   d) my organisation
   e) my environment

Will you prefer to quit the job: (the following)

   a) Only if you have an opportunity to be placed in same cadre
   b) Only if there is a chance for promotion

Will you undertake

   a) challenging job
   b) A trouble-shooting job
   c) Same nature of work

If you are entrusted with the responsibility of designing an overall mill development programme will you accept. Yes/No

If Yes: Not necessary to state the reasons.
If No: Please state the reasons.

Please feel free to give your opinion on any issue related to the Organizational Climate your further views on OC are most welcome.
APPENDIX -2

DIRECTORATE OF
HANDLOOM & TEXTILES

ADMINISTRATOR
SPECIAL
OFFICERS

ADMINISTRATIVE
OFFICER

HEAD CLERK

ACCOUNTANT

CLERK

ASST:

LWO

FACTORY
MANAGER

ASST.
FAC. MANAGER

CIVIL
ENGINEER

ELEC.
ENGINEER

SUPERVISOR

MACHINIST

MASTER

WORKER

SQCO

STORE
KEEPER

TIME
KEEPER

ASST:

CARPENTER

TURNER

SQCO: Statistical Quality Control Officer.
LWO: Labour Welfare Office.