Chapter I

INTRODUCTION
Working is a phenomenon that exists right from the existence of man on earth and it still has its prevalence for the survival, and moreover, has now become a strong social value. It is evident from the history that the system of working has a chequered history ranging from the most crude way of performing work activity in the primitive era to the most comfortable humanized way of working in this modern age. Transition from the crude to the most comfortable system of working can be attributed to the advent of industrialization that started in the year 1750 as a result of the concept of the need for mass production for the first time in England and later, it gradually spread over the world at large in different years. Industrial revolution was not only instrumental in catering the needs of the people but it also changed values, increased human needs and made the working environment more and more complex. In the pre-industrial revolution era the people had to work alone for making any product, whereas, post-industrial revolution era vanished the individual pride for making a product as people now have to work in coordination with each other.

In the complex working network, the question for motivating people at work is not very easy to answer because it requires concerted effort, at least, periodically to find out newer and fit strategies of change to motivate people and to make them feel satisfied. The problem of motivation compelled people specially Psychologists to explore approaches and as a consequence to it number of job motivation theories appeared to explain the mechanisms involved in the causation of motivation and in motivated behaviour. Hence, whatever, motivation theories and approaches have been propounded can be broadly classified into content and process theories. Content theories have tried to explain
motivation in terms of human needs, whereas, process theories explain mechanism and processes involve in motivated human behaviour.

The objective of all the job motivation theories has been to provide strategy for enhancing human efficiency and to attain organisational effectiveness at large. Employees motivation and total organisational effectiveness are the key aspects in organisational growth and development. In other words, it can be said without any reservation that growth and development of any organisation is not at all possible unless employer as well as their employees are highly motivated in carrying out their work effectively.

In view of such contentions, the objective of the present endeavour was to study Organisational Development (OD) as a function of Organisational Change (OC) and Quality of Work Life (QWL) among Hindu-Muslim entrepreneurs. Keeping in touch with the objective of the problem, it is necessitated to discuss the concept and meaning of the variables specific to the present investigation viz., Organisational Development (OD) - a dependent variable and Organisational Change (OC) and Quality of Work Life (QWL) - independent variables which will be separately discussed. Organisational development (OD) being a dependent variable requires a very cautious explanation pertaining to its meaning in general and the meaning to the present study in particular. The descriptions follow:

**ORGANISATIONAL DEVELOPMENT**

For organisational development it is necessary to elaborate the meaning of development. The term development refers to growth,
expansion and advancement in the existing systems, functions, structures, etc. Whatever, exists in this universe has to pass through various phases of change and most likely towards development to become mature and advance, for example, an infant grows through various stages of development to become an adult or an old man and the change continue till he survives. When the process of development completes its cycle, the things become dead and thereafter, another cycle starts that consequently vanish the matters' existence. This means change is a continuous process which is inevitable for development.

Since change and development are (inter-dependent) phenomena, therefore, organisations and industries don't remain exception as they also have to pass through various phases of change and development processes for their survival and effective productive efficiency to maintain and strike a balance in the competitive business market.

Changing scenario in this modern age witnesses increasing globalized competitions that have been, indeed, instrumental for the emergence of the term organisational development which is an aggressive strategy of a significant growing organisation. Organisational development (OD) refers to organisational growth in the form of expansion, technology transfer, and moving forward in accordance with the pace of development to develop and maintain organisation's survival along with its status in general. OD also focusses on generating more flexible and responsive organisational processes and systems as compared to traditional autocratic bureaucratic system. There have also been dramatic shifts in the social environment like life styles, needs, values, structures and systems of
working. Changing economic scenario is witnessed to enhance professionalism, turned traditional educational pattern into professionalized education and has tremendously increased mobility of human resources which also have helped people to get most befitting jobs and organisations to get most befitting human resources and in turn have been instrumental for organisational effectiveness, growth and development. In view of the impact of changing economic world scenario, a significant shift has also been observed from personal relevance to organisational relevance (DeSaliva and Gemmill, 1971), and a trend toward preference for collaborative rather than hierarchial roles (Miner, 1971). Much of the alienation and disenchantment in our current society is attributed to the prevailing institution of work. Work is seen as an arena in which considerable emphasis is exerted to improve quality of life of the job incumbents to help boosting motivation to work and consequently to organisational development.

Concurrent with an impartial response to these shifting trends in the environment, a number of development have occurred in the behavioural science disciplines. These include the realization that a variety of social and psychological factors affect work performance; the discovery that group decision making affects personal involvement, motivation and commitment (Lewin, 1947) and Coch and French (1948) had contended that participation increases ownership and all the above are in themselves. The source of OD and these in conjunction with each other generate a dynamic force in the organisational growth and development. Today OD emerge as a very important discipline which uses behavioural science and
system approach to facilitate quick adjustment of organizations to the demands in the form of organizational effectiveness, growth and development. It has developed rapidly in response to the need of organizations to remain viable and existent in a turbulent environment. Organizational development depends upon the maximised utilization of human and organisational resources to maintain and develop the organisation to meet the challenges of the cybernatic system of work culture.

Bennis (1969) has identified three important factors underlying the emergence of OD are - the need for new organizational forms; the focus on cultural change; and the increase in social awareness.

Every organisation is consisting of four interacting subsystems - structure, technology, people, and task which in totality constitute organisation and through these organizational aspects it tries to achieve its goal of stability, profitability, growth and in providing services to the society in best possible way either by giving employment or by providing goods to the community people. But the specific major goal of one organisation may differ from the other organisation because of emergent warranting issues and the level of their stage of development. Therefore, it is quite apparent that the stage of growth and development of any organisation only comes when the organization could have successfully passed through the stages of stability and profitability.

There are series of system and processes which help in bringing planned strategy as a means to meet altered and new situation. Bennis (1969) elaborates that OD refers to "a response to change, a complex
educational strategy purporting to change the attitudes, values and organisational structures with a view to effectively adapt to new technologies, markets and challenges and the unsteady rate of change itself". Hence, OD is adopted as an educational strategy to attain a planned organisational change where organisational renovation, growth and development are the dynamic outcomes.

According to French (1969) Organisation development is a long-range effort to enhance an organization's problem-solving capabilities and its ability to cope with change in its external environment with the aid of change agents.

In the words of Robbins (1991) Organization development (OD) is a term used to encompass a collection of planned - change interventions built on humanistic - democratic values that seek to improve organizational effectiveness and employees well-being.

Our concept of organizational development are calls for growth and expansion of organisation through the changes in technology, structure, function and in human resources. Truly speaking, effective organisational development is one in which both organisation and thier individuals (employees) can grow and develop such an environment may also be viewed as "healthy" organisation.

Organisational development (OD) has some basic objective of improving organisational health, improving organisation problem-solving ability and improving organisation's capacity to cope with changing environment. The basic objectives of OD would be achieved by developing positive and conducive work and organisational values. The most important
things which are dominating in the organisational culture is of transparency, especially, in appraisal system, mutual trust, open problem-solving climate, through participative management system, supplementing the authority of power, role, and status with the authority of knowledge and competence etc. Organisational mission to develop conducive culture and work environment is to help employees, entrepreneurs and managers to manage and grow in the humanized work environment in accomplishing relevant organisation objectives rather than through past practices based on set rules and assumptions, like increasing self-control, and self-direction of people within organisation (Burke and Horstein, 1972; Sherwood, 1971). Other sees OD objectives as increased problem-solving (Argyris, 1970); cultural change (Burke, 1972), or re-education (Golembiewski, 1972; Winn, 1969).

Harvey and Brown (1988) has regarded OD as a model of organisational change. They presented eight-stage model of organisational change in a sequential order. Therefore, successful change is most likely when each of these stage appears in the same logical sequence. These eight stages are given below:

Stage I : Awareness about the need for change.
Stage II : Consultant entry for intervention programme.
Stage III : Developing rapport between Consultant and Clients.
Stage IV : The Information Collecting Phase.
Stage V : The Diagnosis phase.
Stage VI : Action plans, Strategies and Techniques.
Stage VII : Monitoring, Reviewing and Stabilizing the Action programs.
Stage VIII : The Termination of OD program.
The last stage i.e. 'the termination of OD program' refers to the completion of the process of change for development and, thereby, withdrawing the services of the consultants.

Researchers view OD as a value base since its beginning, hence, improving quality of work life of all members of the organisation is highly valued, whereas, negative manipulation or exploitation of any organisational group at the expense of another is considered detrimental and subsequently explicitly rejected (French and Bell, 1978). Other OD values include desires and abilities of individuals for growth and development in term of both salary progression and promotion that successively give greater power and autonomy to the job incumbents.

Watkins and Golembiewski (1995) offer the concept of learning organisation that means that learning is a continuous process which organisations learn from their own experiences as well as from the experiences of other organisations. Therefore, it is significant to mention here that learning organisation approach can tremendously contribute to OD as it has been one of the important strategy of emerging organisations.

Organisation development can also be seen as a mechanism of HRD as it involves proactive and prescriptive approach in nature. Focussing on systematically planned interventions, the main thrust of OD is to develop self-renewing, self-correcting systems to enable people organise themselves according to the specific nature of their tasks and work environment as well.

For some, OD process is comprised of three basic elements viz., diagnosis, action and process maintenance which seems quite logical
because without knowing real problems proper action cannot be taken for resolving and minimising the problems and then maintaining the problem-free state of organisations. Such an OD approach will successfully, utilise all resources especially, men, material, technical and financial resources and subsequently to attain organisational effectiveness and growth.

Satish and Srivastava (1997) have mentioned that the Banker's Institute of Rural Development had taken Organisation Development Initiative (ODI) to change the mindset of bank personnel and create a better work culture leading to improvement in basic parameters. Assessment of Phase I of the ODI showed marked positive improvement in various work and efficiency related indices including the bank's profitability.

Researchers have identified so many approaches or intervention strategies of organisational development. The main purpose of these strategies are to improve overall organisational functioning. OD interventions are related to various types of activities which the consultant and the client organisation perform to improve the functioning of the organisation by developing awareness among the members of the organisation to manage their team and organisation culture in a more effective and better ways through creating the climate of mutual trust, openness and support. As defined by French and Bell (1991) OD intervention are the sets of structured activities in which selected organisational units are engaged with a task or sequence of tasks where task goals are related directly or indirectly to organisational improvement and effectiveness in general. They have visualised that individuals and the
groups in all organisations are engaged to perform the tasks and making all effort to achieve the target provided proper intervention strategies which are used in order to improve organisation functioning. The interventions are mainly concerned with the action programme of the organisational development. Some of the important techniques which have been used for OD interventions are the sensitivity training, survey feedback, process consultation, team building etc.

Sensitivity training is also known as laboratory training, encounter group or T-group and it is designed to make them participants more aware of themselves, their capacities and the way they effect others. The training group has no pre-planned task or agenda. Only an expert, often called facilitator is present who intervene in the process to help initiate discussion and sometime even to help in solving problems if the group is unable to solve. This type of training is oriented towards increasing ability to empathise with others, improve listening skills, greater openness, increase tolerance and improve the skills to resolve conflict.

Survey feedback is a questionnaire based analysis of an organisation for understanding the problems within the organisation and to identify areas or opportunities for change. It differs significantly from a usual survey of an organisation as it relies on a larger participation by the client system. A summary of the results is prepared for group discussions. Generally "feedback" of results is given only to the group which generated the data. Once diagnosis (result/outcome) on the basis of data is available, steps are taken to devise measures for the resolution of organisational problems. A second survey after sometime is conducted which provides a
real feedback that how much improvement in the situation has taken place.

Process consultation which is designed to work with individuals and groups to help them learn about human and social processes and to learn to solve problems that stem from such processes in an organisation. Among important processes are - communication, leadership, decision-making, roles, norms and intergroup cooperation, and competition. The primary goal of process consultation is to help an organisation solve its problems by developing awareness of organisational processes, their consequences and the mechanisms by which these can be changed.

Similarly, team building is one of the most fundamental OD intervention (Fordyce and Weil, 1971). In every organisation people are working with their fellow workers as today work is a coordinating activity, to achieve an organisational goal. Therefore, much attention is directed on developing team spirit which is an inevitable, aspect of organisational development programme. For every organisation, team building is essential to improve coordination among the members in order to increase or enhance their group performance.

The major activities for team building includes - goal setting, development of interpersonal relations among team members, role analysis to develop clarity of the roles and responsibilities of each member of the team and also it includes the team process analysis. The basic indicator of team building is the level of mutual trust and openness prevailing in the members of the group and the organisation at large.

It is indeed true that the applicability, feasibility and acceptability are the three factors that influence the choice of OD intervention
programs and these interventions are opted with the objective to accelerate the organisation production efficiency and its growth and development as well.

Katz and Marshak (1996) has described that modern organisations are facing revolutionary changes to long established principles and practices so, organisation development are also facing similar challenges because for growth and development changes are inevitable. To remain functional, effective and relevant organisation with all its changed system and practices must reinvest itself periodically and continually when and where required in view of the development of more practical-oriented comprehensive theories, methods, strategies, and practices. Organisation development practitioners must be capable of working faster, deeper, wider, smarter and with larger number of more diverse people than ever before. Some of the main issues related to organisational development are client's objective comprehension of the definition, diagnostic methods, to identify the areas of special interventions, reinvention of the approaches, and modify the practitioner work styles if warranted. These aspects provide meaningful assistance to individuals, groups and to the organisation at large.

Bandyopadhyay (1998) assesses organisational development interventions in Indian organisation. He had point out that OD effort not only focusses on the human dimensions, but is also able to increase organisational effectiveness in matters concerning tasks, technology, structure, and environment. However, lack of skill, knowledge pertaining OD, poor industrial relation, and conflicts among the members at both
horizontal and vertical lines are the major hurdles in initiating and continuing OD programmes. It is suggested that for successful OD interventions, organisation people must have the comprehension of the significance of OD programmes and, thereafter, readiness for OD intervention.

In a significant study Srinivas (1995) provides a meta-analysis of organisational development (OD) efforts in India by examining OD outcomes at the organisation/system level as well as at the societal/national level. Intervention reports have shown that OD has been used in Indian context and in a variety of organisation like public, private, rural and voluntary organisation/sectors. Using clinical assessment methodology anchored to qualitative criteria it was found that organisational outcomes of OD were positive in 60% of the cases.

Aggarwal (1993) examined organisational development interventions in the Indian context. Work culture was taken as criterion of OD and he focussed on the issues of leadership and role of training and trainer in developing work culture. An intervention mechanism to develop new work culture, Aggrawal advocated and emphasized over the formation of autonomous work groups, reducing hierarchies, relocation, creating awareness about the existing culture and acculturation, and the benefits of redesigning the whole/part systems of organisation.

Hall and Hall (1995) presented a decision model that offers a systematic way to evaluate firm's growth strategy in the light of human resource implication where employee's knowledge, skills, and abilities coupled with their motivation have been focussed as the significant
aspects leading to individual/organisational effectiveness and its growth and development.

In the one studies May and Schwoever (1994) made consulted effort for studying the problem leading to the development of effective workteam, they pointed out that manager can design teams to minimise their stress and anxiety by "(1) providing teams with training on team building that emphasizes open communication and relationship building among members and (2) matching the team's job complexity and uncertainty with member's skill to reduce the stress experienced by employees". The outcome of the study clearly pointed out the significance of stress and anxiety of the employees which if were properly resolved or taken care of could have been instrumental for enhancing employees motivation, productivity, efficiency and organisational effectiveness - all these leading to organisational growth and development.

Pestonjee and Muncherji (1994) examined stress audit as an organisational development technique. Again like the finding of May and Schwoerer (1994), they have also argued the improtance of stress resolution (through stress audit) for organisational development.

Very recently, Tjosvold (1998) highlighted the importance of cooperative goals contributing to constructive discussion among employees that resulted in productive work and stronger relationship which in turn led employees to be committed to reducing costs. The result also suggested that employees involvement has potential for effective performance and moreover, employee need cooperative goals and skill to discuss issues open mindedly and constructively are also important for
developing team spirit and thereby helping the organisation to grow and develop.

Jaffe and Scott (1998) proposed a road map of key processes to guide and redesign efforts that engage leadership and employee commitment, motivate employees to change and set the climate for learning and renewal. The contentions of these researchers signify the importance of organisational climate for organisational development through leadership behaviour and commitment which seem to be the significant determiners in developing and maintaining organisational effectiveness and subsequently to organisation growth and development.

In the preceding writings the concept, meaning, and available empirical research evidences pertaining to one of the important variable viz., organisational development (OD) have been discussed. It is evident from the discussion that the term organisational development (OD) is very much synonym to the concept of organisational change (OC). It is imperative to clearly point out here that organisational development is an outcome of organisational change with the notion of organisational desired maintenance, growth and expansion. Whereas, organisational change is usually meant to bring about changes to cope with the demands of time for organisation and company's survival in the most competitive world of work. Therefore, it was necessitated to resolve the ambiguity of the two terms OD and OC where the former is highly dependent upon the later.

In the present study we had taken Organisational development (OD) as a dependent variable which have already been discussed here, whereas, Organisational change and Quality of Working Life were taken as
independent variables. Therefore, in the preceding writings OC and QWL variables will be undertaken for discussion one by one. Comprehensive details of OC - an independent variable follows:

**ORGANIZATIONAL CHANGE**

It has already been pointed out time and again that organisational development is solely dependent upon organisational change (OC), however, usually these two terms are considered synonym to each other, though, OD and OC are functionally different. When change is brought with the objective to bring organisational functions at par with the requirement of the time then it is called as organisational change, whereas, organisational development (OD) refers to the change when it is adapted with the objective of organisational diversification, growth and development.

It is said that after every winter there is summer and then rain and it moves round the year in the same sequence. Similarly, day and night move in the same manner. These show that change is the law of nature, hence, when change comes to stand still, it is the death of the matter, though, even after death change continues in its process on consequently, things become invisible.

The phenomenon of change is as old as the existence of universe and it is very much true in the work setting, thus, it can be witnessed that it is as old as human existence on earth. But for the last more than three decades it has become the key strategy for achieving organisational effectiveness and success.
Reengineering, restructuring, downsizing, rightsizing, human resource development, mergers, new markets, new customer preferences, government regulations, and a vacillating global economy all add up to one thing i.e., change and these if being undertaken by the organisation then can be conveniently referred as organisational change.

The literary meaning of change is "substitution of one thing with other or replacement of one with the other". Social scientist, OB people, technology expert foresee to bring various types of changes in everyone's life for their betterment. It is indeed true, change is very important aspect of human life as it is embedded in the nature of human being and subsequently everyone of us have craving for change that appear after certain intervals in every one's life. The history of civilisation speaks of the fact that society has been changing in various forms either for good or for the worst but planned change always foresee with the main objective of betterment and positive development. In industrial organisations, large number of people work together who can't be isolated from the dynamics of external environment where changes have been continuing and these have their impact over organisation to bring changes to cope with the external world. This mean change is inevitable in the history of organisation for its survival. Organisational strategy must be flexibly dynamic in keeping its all resources at par with the strategies of the external world, otherwise, it will suffer from entropy and will soon become defunct. We have the best example of Pan American Airlines, which was once a leading international airline, recently reported losses of $475 million over a two year period largely because of its failure to adapt to changing market conditions and increasing competitions.
on overseas routes. Therefore, organisation have to bring change time to
time in its strategy. Pertaining to its services, products, technology, etc.
to go alongwith the pace of competitive change and development specially,
in the world of business and trade.

Every organisation has its internal (people, structure, supervision,
technology and economic variable) as well as external environment
(social, political, economic and cultural factors) and it is necessary for
every organisation to achieve and maintain an equilibrium within internal
factors and then should strike a balance with external environment.
However, this equilibrium may not remain static - but has a lot of
variations, hence, organisations have to adapt upto-date new and relevant
strategy to modify and change the desired aspect/aspects of the
organisation to cope with the changing internal environmental pressures
and the external environmental challenges.

Due to increasing competitive conditions, industrial organisation
are facing challenges and were forced to bring change. Coch and French
(1948) pointed out that one of the most famous study on organisational
change was conducted at Harwood Manufacturing Company of USA in
1940. In the light of the outcome of the study, the change was introduced
for the benefit of worker as well as the organisation. Later on,
organisational change strategy was adopted by other organisations as
pointed out by (Ahmad, 1994; Preston, 1988; Peters, 1987; Siegel and
Lane, 1977; Marrow et al. 1967; and Likert 1961).

Business Week with its main theme titled 'Reinventing America'
in its 1992, year-end-issue, has discussed and focussed on 'flexible
tomorrow'. According to the author, the company's success in future will be for those organisation which are adaptive one in which change replaces stability as the key trait or it may be viewed in other way that stability in opting change is one of the major characteristic of the successful growing organisations. What's right today is-n't likely to be right tomorrow, for such reason, it warrants for bringing change.

In a significant development Ackerman (1986) has identified three types of organisational change. The first type of change is developmental change which refers to improving what already exist in organisation. The second type of change is transitional change which involves moving from current state to a known new state through a transition state, e.g. restructuring, mergers, introduction of new processes, technologies, systems and procedures, etc. The third type of change is called transformational change. This type of change is a fundamental re-invention of the organisation by changing its leadership, mission, culture, structure, strategy, human resource practice and so on. Beatty and Ulrich (1991) argue that greatest effort involved in transformational change is to change the mind-set of employees in the organisation. Similarly Burke and Litwin (1992) also emphasized transformational and transactional changes combined together affects motivation and in turn to performance.

In the light of the findings of Ackerman (1986) who identified three types of organisational change and the studies of Beatty and Ulrich (1991) and, Burke and Litwin (1992), it is very much evident that organisational changes are brought to bring organisational effectiveness to have its competitive success in the market. Moreover, in all the effort to
bring organisational change, the notion of organisational development is very much inbuilt and implicit. Therefore, sometimes these two concepts viz. organisational development and organisational change are quite confusing terms though have operational difference in meaning. In case of organisational change the changes are brought to improve organisational efficiency compatible to the need of the internal as well as external environment whereas, organisational development with the objective of its growth and development carries on the various changes in the existing systems, functions and structure as well.

Spector (1989) on the basis of his study on transformational change concluded that leaders don't change organisation, instead they create a context in which line manager at all levels in the organisation change their own respective units. Molinsky (1999) has highlighted that success of change depends on management, commitment of change leaders and rhetoric.

Modern scientists - both behavioural and natural, especially behavioural scientists have started making concerted efforts to understand behavioural phenomena with empiricism and objectivity since mid-19th century. Because of this increasing trend, the modern era is characterised by the 'Risen of the Rational Spirit' - the conviction that science can assist in the betterment of living systems. Such characteristic of the present day world have given rise to the movement of human relation, work humanization and to the field of organisational behaviour in an effort for achieving high level improvement in organisation's conditions and in organisational effectiveness. The action role of emerging fields is
revealed and increasingly evident from growing literature on planned change - a linkage between theory and practice, and between knowledge and action. Planned change is a deliberate and a voluntary conviction to modify systems, conditions, structure and the functioning of the total organisation or any of its aspects in order to bring improvements in organisational effectiveness. Robbins (1991) advocates that there are two goals of planned change. First, it seeks to improve the ability of an organisation to adapt change. Secondly, it seeks to change employees' behaviour. If an organisation is to survive, it must respond to environment - both internal and external through change strategy. Change strategy refers to action plan right from the identification of the areas of treatment to the action aspect i.e., the implementation of the final logical decision. Planned change also covers behaviour modification strategy for the job incumbents. To develop right behaviour conducive to job and the organisation.

Similar to the afore-described strategy, change process can be conceptualized as consisting of three stages: a stage of recognizing that change is required, a stage of moving from present to desired change state, and a stage of sustaining and stabilizing the change made. Lewin (1951) described the three stages of change model by naming these as unfreezing, moving, and refreezing that seems to be the real strategy to bring about changes in behaviour, mode of work and/or its operations.

Kilmann (1985) has suggested a programme of planned change which has 5 stages comprising of (1) Initiating the programme, (2) diagnosing the problem, (3) scheduling the track, (4) implementing the
track, and (5) evaluating the results. David (1994) presented a new model which has 4 phases for managing the change process that enlists (1) preparation, (2) implementation, (3) adaptive learning, and (4) generative learning.

Prize winning article of Hamel published in Harvard Business Review (1996) described that top management is an organisation must keep other people engaged within the organisation in a dialogue. He advocated that strategy making ought to be a democratic process similar to the philosophy of participative management. Organisation in today's dynamic environmental challenges cannot afford to be elitist. Top management must be able to indentify key individual in the organisation who are 'activists' i.e. people who have enthusiasm, energy and have initiative to shape the future of an organisation. Strategy making should combine unity of purpose with diversity of perspectives. This can be achieved, according to him, by taking a diagonal slice of the organisation and involving the people in the change process. He seems to suggest that participation and involvement are imperative, not choices, for organisations seeking to survive the highly dynamic business environment of the twenty first century.

Nilakant and Ramnarayan (1998) has presented seven steps model for introducing effective change.

1. Assemble a change management team,
2. Establish a new direction for the organisation,
3. Prepare the organisation for change,
4. Set up change team to implement change,
5. Align structure, systems, and resources to support change,
6. Identify and remove roadblocks to change,
7. Absorb change into the culture of the organisation.

The preceding descriptions have clearly pointed out that planned change strategy follow certain order or steps which must be properly undertaken for bringing about change. It is no matter that there are either three-tier stages, five-tier stages and/or seven-tier stages as all emphasize that there should be pre-planned logical actions to bring about change which may most likely to carry little resistance to change. It must be kept in mind that change is always resisted but there is a very weak resistance and sometimes imperceptible when it is brought through the process of planned change. The degree of the strength of weakness of resistance to change is the function of how much logical strategies are being followed.

It is evident from the researches that initially there is resistance to change because during change process there is a movement or shifting from one state to another, therefore, apprehensions, anxieties, insecurities and fears along with enthusiasm and curiosity are expected to be the part of change process. Enthusiasm and curiosity appear into one's experience with the hope and expectations that the new state might be comparatively more satisfying and rewarding, whereas, anxieties and fears develop and apprehensions appear because of uncertain outcomes of the change process. Nadler (1987) argued that since uncertainty is associated with major organisational change, it makes people anxious and for the reason they resist change.

Robbins (1991) viewed resistance as overt, implicit, immediate or deferred. It is easiest for management to deal with resistance when it is
overt and immediate than managing resistance when it is implicit or deferred. Implicit resistance efforts are more subtle - loss of loyalty to the organisation, loss of motivation to work, increased error or mistakes, increased absenteeism due to sickness and hence more difficult to recognise.

Maurer (1996) identified three level of resistance from least intense to most intense. In the least intense level people resist to the idea of change itself as they are either confused or ignorant or they might have their own ideas etc. but, however, there is no hidden agenda. On the other hand more intense resistance is deeper which is caused because other forces at work such as distrust, bureaucracy, fear of loosing job etc. are more apparent. The more intense resistance become the deepest in the course of time when people don't trust the management and may regard them as enemy.

Eccles et al. (1993) contended that most people don't oppose to total change rather they oppose to a particular action. According to them, people resist specific changes to which they find threatening or disagreeable. Change is resisted perhaps because change in recent years has been quite often brought that results for employees' loss of positions, benefits and in the worst case loss of job and closure of the company/organisation (Binney and Williams, 1995).

People resist to change because of anticipated inadequate rewards, lack of involvement in planning, vested interests, lack of trust in initiator or the company at large, satisfaction with status quo, or if the purpose of change is not made clear to them (Mink et al. 1993). They also believed
that resistance to change is a response to inappropriate management of change rather than the change itself.

Since very long attempts have been made by scholars to identify means and ways to overcome resistance. Probably, first systematic study on resistance to change was conducted by Coch and French in 1948. They found participation by workers in the change process, explanation of need and nature of change to concerned employees are very much helpful in overcoming resistance.

Likert (1961) has pointed out that 'supportive environment' is much more conducive to change because employees working in such organisations believe that their personal worth and importance are maintained. Walton and McKensie (1956) reiterated that supportive conditions lay emphasis on participation which may give impetus to change (Ginburg, 1975; Lucas, 1973, 1974b; Swamson, 1974; Dickson and Power, 1973; McKinsey, 1968; Sollenberger, 1967).

Callan (1993) in his study on coping with change has explained that organisation must empower employees to adopt the role of change agent and encourage them to act to solve the problems that cause them stress. Callan has presented a series of individual and organisational strategies such as early and accurate communication, the use of transformational leaders, the establishment of stress management interventions (including fitness programs); and the use of support terms and "unlearning" workshops.

Pareek (1982) argued that effective step to reduce resistance could be taken if the reasons for resistance to change were understood
well. He had identified various sources of resistance and means to overcome these sources and their respective coping mechanisms are being given as perceived peripherality of change (source) - participation in diagnosis (coping mechanism), perception of imposition (source), participation and involvement (coping), indifference of the top management (source) - active support from the top (coping), vested interests (source) - fait accompli (coping), complacency and inertia (source) in fait accompli (coping), fear of large scale of disturbance (source) in phasing of change (coping), fear of inadequate resources (source) - support of resources (coping), fear of obsolescence (source) - development of skills (coping), fear of loss of power (source) - role redefinition and reorientation (coping), and fear of overload (source) - role clarity and definition (coping).

Wanberg and Banas (1997) on the basis of their study explained that general attitude towards change, change acceptance, and positive view of organisational change were positively related to job satisfaction. Negative attitudes towards change were also found associated with lower job satisfaction and commitment (Schweiger and DeNisi, 1991). This means that coping with change is most likely to be successively related to job satisfaction and organisational commitment.

Kotter and Sch lensinger (1979) identified six strategies to overcome resistance to change. These are education and communication, participation, facilitation, negotiation, manipulation and coercion.

Scores of studies, e.g., (Krugar and Miller, 1976; Likert and Likert, 1976; Miles, 1965; Bennis et al. 1961; Coch and French, 1948)
have highlighted that participation minimize resistance to change because it provides ample opportunity to every employee to get awareness about the needs and demands for change for the organisation. Participation, moreover, also helps in team-building and leads to achievement of higher level of creativity (Pace, 1987).

Mink et al. (1993) emphasized over creating right climate of change by building trust-oriented relationships, openness in communication, encouraging two-way feedback, addressing individual concerns, and explaining readiness to change.

Judge et al. (1999) has identified and given seven dispositional traits (locus of control, generalized self-efficacy, self-esteem, positive affectivity, openness to experience, tolerance for ambiguity, and risk aversion) that influence managerial response to organisational change, although, these traits differ in terms of degree for successful coping with change. The strongest and most consistent dispositional variables in terms of their relationship to coping with change were tolerance for ambiguity and positive affectivity. They later on, reduced these seven traits into two factors viz., Positive Self Concept and Risk Tolerance. They found that both the factors significantly predicted self-reports and independent assessment of coping with change. Results further revealed that coping with organisational change was related to intrinsic (organisational commitment, job satisfaction) and extrinsic (salary, job level, plateauing, job performance) dimensions of career success.

Many researchers have opinion that 'influence' is an improtant tool of organisational change. An individual or group of individual
persuade their colleagues to adopt change (Judson, 1966; Black et al., 1964; Likert, 1961; Lewin, 1947). It is also reported that 'shared influence' on the 'power equalization' approach is an effective method for implementing change (McMahon, 1976; Tannenbaum, 1968; Greiner, 1967; Agrew and Hus, 1960; Geogopoulos and Tannenbaum, 1957).

Joseph and Howard (1993) advocated that organisational system design (OSD) theory stipulates that overcoming resistance requires movement from a 'control' to 'high commitment' in an organisational culture that provides employees to have task identity and significance, autonomy for work outcomes, customer focussed quality orientation, and clarity for purpose.

Kumari and Dwivedi (1988) investigated the effect of organisational climate on attitude towards change. Result revealed organisational climate a significant predictor of acceptance of change.

Organisations going to introduce change must have the clarity of the purpose and objectives of change. An organisation's strategy is like a map that shows the path leading to goal to bring change. Sparrow and Pettigrew (1988) proposed four streams of human resource management for strategic change. These are the management of culture, the development of skill, productivity improvements, and improving the quality.

Jeanne and Michellan (1994) has identified "partnering" as a strategic management tool for change. They had explored the role of partnering as a tool for significant strategic change in contemporary organisations. All elements involved in the implementation of partnering
(e.g. structure and processes) reflect a conscious redesign of organisational activities and relationships. When partnering is successful, it change organisational structure, systems, process on problem identification and prevention in ways that generate win-win outcomes, and organisations, fueled by these empowered individuals become more proactive and betterable to adopt to a rapidly changing environment. Barker and Barker (1996) discussed about the integration and application of Adlerian and Organisational Development principles for managing organisational change. Participative human process - approach to organisational development reflects many Adlerian principles by emphasizing high involvement, encouragement and empowerment.

Bronson (1991) in his study on strategic change management describes a holistic human system approach to strategic change management (SCM). Successful implementation of a strategic change programme using this approach requires 2 key elements: communication from management about the strategic significance of the change and associates (employee) involvement in the design and implementation of the change. Such communication through the change process ensures the importance of the change is understood and collectively owned. He enumerated, the process of strategic change management that incorporates the cyclic functions of planning, designing, implementing, and then follow-up that continues as a process to keep organisation up-to-date with the total requirements. Miller (1998) studied strategic culture change as a door for achieving high performance and emphasized 'diversity' as a key resource to create a high performing work culture that enables all members of the organisation to do their best.
Alva (1991) on managing change process, describes changes in the corporate world, especially in India which reflect increased international influences like an orientation towards products rather than functions, and the superemacy of competence. Comparing the action research and organisational development research, he points out the importance of learning to change and to adopting change. Crystal and Deems (1983) advocate that as organisations, change, new needs emerge and existing needs gets weaken slowly and gradually and at last the later become diminish. It is suggested that organisations can increase productivity and morale by implementing a programme of redesigning jobs that must be taken as a continuous process.

Poole (1998) has described that words and deeds of change have influence on organisational transformation and it is the responsibility of top management to expose to the organisational members regarding change process through their statements and actions. The contentions of Poole are quite in tune with the findings of Miller et al. (1994) that employees receiving "quality" information about the change and having high need for achievement are likely to take up change favourably.

Likewise, Paul et al. (1997) had argued that most and several strong attempts to implement change in organisation are less successful than intended because principles and knowledge of psychology of change are violated and ignored in the former case. Dobbs (1998) had also recognised that managing diversity is not a quick-fix programme but a strategic process that must be aligned with the organisation's strategic plan and implemented as a part of business objectives.
QUALITY OF WORKING LIFE

Having discussed OC, it is now warranted to take up the phenomenon of quality of work life - an another independent variable for detailed description. Quality of work life concept, infact, was an outcome of the inhumans of working conditions and environment as working conditions in the primitive era were brutal and back breaking that continued but with gradual relaxing processes in intensity till the advent of industrial revolution. Before industrialization there were no policies, programmes, rules and regulations pertaining to work. People had to work from dawn to dusk in quest for fulfilling their basic needs. This concept of work couldn't last long and gradually people started developing awareness of their rights and duties at work but not earlier than industrial revolution that took place in England in 1750. In the beginning, the condition of people were not even satisfactory but, atleast, the seed was sown for potential quality improvement. Concerted efforts for humanizing work and working conditions have been increasing since 1960s with the emergence of the concepts viz., job design, job enlargement, and job enrichment in the same chronological order. In this chain of efforts, it was only in 1972 when for the first time Davis introduced the term Quality of Work Life (QWL) at an international conference at Arden House, New York. Later, this term gained much attention from industrial psychologists, OB researchers and management experts because it serves as an indicator of overall quality of human experiences in the work context.

QWL refers to favourable or unfavourable work environment with which people do their work. If working conditions are healthy than it has
fruitfully positive impact on employees output. Negative experience pertaining QWL refers to unhealthy work environment which is negatively or inversely related to one's output and organisational effectiveness. The main objective of the QWL has been witnessed changing with the passage of time. It started with the objective of improving wage and working conditions. And, thereafter, other strategies like job enlargement and job enrichment emerged for improving employee's motivation and their work efficiency.

Taylor (1973) and Spink's (1975) describes QWL as, "the degree of excellence in the work and working conditions which contribute to overall satisfaction of the individual and enhance individual as well as organisational effectiveness". Bainnium (1974) defined QWL as the quality of the relationship between man and his task.

Walton (1975) defined QWL more specifically as "the degree to which members of work organisation perceive that they are able to satisfy important personal needs through their experience in the organisation".

Trist (1975) says that QWL is both end and means. It is an end in itself because it is a highly significant component in quality of life in general and it is a means by which the employees can acquire civic competencies and skills.

Lippit (1977) conceptualised QWL as "the degree to which work provides an opportunity for an individual to satisfy a wide variety of personal needs to survive with some security, to interact with others to have a sense of personal usefulness, to be recognised for achievement and to have an opportunity to improve one's skill and knowledge". While
defining QWL Lippit has taken into consideration the whole range of work life which may improve organisational effectiveness, growth and development.

Hackman and Suttle (1977) have described QWL from different varied angles. They contended that from professionals point of view, it refers to the industrial democracy, increased worker participation in corporate decision making, or a culmination of the goals of human relations. From the management perspective, it is related to variety of efforts to improve productivity through improvements in the human rather than the capital or technological inputs of production. From the standpoint of the individual worker, it refers to the degree to which members of a work organisation are able to satisfy important personal needs through their experiences in the organisation. From the Union's view, it is more equitable sharing of the income and resources of the work organisation, and more humane and healthier working conditions. As a philosophy, it means the quality of the content of the relationship between man and his task in all its diversity. The relationship can be approached from the divergent viewpoints including the man, the organisation and the society, embracing job design, work organisation, basic human needs and values, and societal concepts.

Carlson (1980) states that QWL is both a goal and an ongoing process for achieving goal. As a goal, QWL is commitment of any organisation to work improvement, the creation of more involving, satisfying and effective jobs and work environment for people at all levels of the organisation. As a process, QWL calls for effort to realize the goal
Improvement in technology, information system, educational level, affluency and independence lead to general life satisfaction and the same in turn do lead to improve quality of life at work.

Nadler and Lawler (1983) reviewing the literature of QWL referred six potential definitions of QWL which highlight gradual modification through various stages broadening the scope of QWL for people at work.

According to Nadler and lawler (1983) the first definition of the term 'Quality of Work Life' came into prominence during the period between 1959 to 1972. In this first stage of the emergence of QWL it was conceived as a variable. Hence, the emphasis was on the individual worker's relation to the personal consequences of the work experience as job satisfaction, job motivation, mental health, etc.

During the period 1969 to 1974 the concept of QWL was defined as an 'approach'. This definition focussed its emphasis on individual worker and neglected organisational outcomes. While for organisational productive efficiency individual worker's state of living as well as organisational outcomes are equally important, hence both should be equally taken care of.

During the same period 1969 to 1974 the third definition emerged and QWL was conceived as 'methods'. This approach of the term focussed QWL as a set of methods, approaches, or technologies for
In the light of the chronological description of the meaning and definitions of QWL, it is amply clear that the concept encompasses the whole aspect of working environment that might be influencing the quality of life of individual worker in the job situation. Nadler and Lawler (1983) pointed out that "Quality of Working Life is a way of thinking about people, work and organisations". In the light of this definition, QWL does not only focus on how people can do work better, but how work may cause people to feel better.

Bhardwaj (1983) referred QWL as related to (a) job satisfaction, humanising work or individualising the organisation; and (b) organisational development programmes.

The term QWL may be conceptualised as a subset of the Quality of Life which includes all life and living conditions (Gani and Ahmad, 1995). The term quality of life tends to cover a variety of areas such as physical, mental, psychological, social and spiritual well-being, personal functioning and general limitations. Quality of Life means degree of excellence of one's life that contribute to the person and benefits to the society at large (Dubey et al., 1988).

Recently, Yousuf (1996) emphasized that QWL is a generic phrase that covers a person's feelings about every dimension of work including economic rewards, benefits, security, working conditions, organisational and inter-personal relations and their intrinsic measuring.
From the analysis of the concept and definitions of QWL in its historical perspective, it is very much clear that QWL programmes are very important for enhancing organisational growth and development. But all the studies have investigated QWL of employees only whereas, entrepreneur's QWL is equally important for organisational survival and in running employees QWL programmes. Since, the present investigation was addressed to entrepreneur's QWL and not of the employees, so, an effort was made to identify the QWL-facets influencing entrepreneurs' work related behaviour and to carry on their project effectively.

The word "entrepreneur" has been taken from French language where it was originally meant to designate an organiser for musical and other entertainment. In economics and commerce, an entrepreneur is an economic leader who possesses the ability to recognise opportunities for the successful introduction of new commodities, new technique and new source of supply, and to assemble the necessary plant and equipment, management and labour force, and organise them into running concern.

For some, an entrepreneur is an individual motivated by a will for power, their special characteristics being an inherent capacity to select correct answers to have energy, will and mind to overcome fixed talents of thoughts and capacity to withstand social opposition. They also believe that success of entreprenuer depend upon suitable environment and the intuition in grasping the essential facts. However, success of entrepreneurs results in growth and development of an organisation.

Researchers have identified different dimensions of QWL for workers. Heizel et al. (1993) have proposed four dimensions (1) growth; (2) mastery; (3) involvement; (4) self control.
Walton (1975) has identified eight dimensions of QWL. These are (1) adequate and fair compensation, (2) safe and healthy working conditions; (3) development of human capacities; (4) growth and security; (5) social integration in the work organisation; (6) constitutionalisation in the work organisation; (7) work and total life space; and (8) social relevance of work life.

Boiswert (1977) identified fifteen dimensions, while Carlson (1978) has identified sixteen dimensions of QWL.

Sinha and Sayeed (1980) have identified seventeen dimensions and based on these dimensions they developed a scale of QWL. These dimensions include - (1) Economic benefit; (2) Physical working conditions; (3) Career orientation; (4) Advancement on merit; (5) Effect on personal life; (6) Mental state (7) Union Management relations; (8) Self respect; (9) Supervisory relationship; (10) Intra group relationship; (11) Apathy; (12) Confidence in management; (13) Meaningful development; (14) Control influence and participation; (15) Employee commitment; (16) General life satisfaction, and (17) Organisational climate.

QWL of employees has been widely studied and is it still has a greater focus on increasingly far more and more humanizing the job conditions as well as the total work environment from different angle. It is a matter of fact that modern era which is generally assumed as the 'era of stress'; QWL strategies are with the fast pace of technological development are dominating the work culture for enhancing individual working efficiency as well as organisational effectiveness. But it is
surprising as we have already mentioned earlier that the Quality of Life of the people who basically take a lot of pain for planning, managing resources and take all risks to implement the plans and moreover, make all effort to provide services to the community people in terms of providing employment, taking care of their QWL and extending best quality services to the consumers, have almost been neglected, though, their quality of work life seems to be highly important because satisfaction of these people is a back-bone for organisational survival and development.

In view of such contention, it is highly imperative to mention that for sustaining industries and industrialisation to grow, QWL of entrepreneurs or the owners of the company is very necessary. Therefore, in quest of studying QWL of entrepreneurs a concerted effort was made in the persuance of the present study and consequently a QWL scale for measuring entrepreneurs' QWL was developed which incorporated broadly three dimensions as given below:

1) Personal
2) organisational, and
3) Environmental

Personal factors refers to the degree of family support and trust with respect to business. If family members show faith and support whole heartedly, then these most likely to enhance entrepreneurs' zeal, effort, commitment with dire motivation to perform job well. In a significant study Ranade (1998) found that every entrepreneurs has expectation of support from their family members specially from spouse and this help in effectively playing the role as entrepreneur.
Organisational factors are the strategy as well as the level of self-sufficiency of an organisation. Better and improved organisational conditions help in improving entrepreneurs mental health as well as in inculcating positive perception and experience of entrepreneurs towards their quality of life with respect to their business.

The third factor viz., environmental factor which include both internal as well as external environmental conditions. Environmental conditions are generally those conditions which are not under the control of an organisation, management, entrepreneurs but these factors have their greatest influence over organisational effectiveness and development which in turn influence entrepreneurs quality of work life.

On the basis of these dimensions, a scale was developed for measuring entrepreneurs QWL which is entirely different from the employees' QWL measures. It will not be wrong to highlight the contention here that effort for enhancing employees QWL is not possible unless entrepreneurs are experiencing positively high quality of life or have the positive perception towards their quality of life. Therefore, the endeavour of the present study has definitely filled the void of knowledge by undertaking the phenomenon of the quality of life of entrepreneurs.

It has already been mentioned that Quality of work life of entrepreneur's have probably not been studied and as a result to this fact no direct similar studies are available, although, the phenomenon of QWL has been occupying special interest and attention of researchers, supervisors and managers since the late 1960s. The early studies of Lawler (1968), Seashore and Barnowe (1972), Flangers (1974), etc. had only
undertaken the issues pertaining wages, whereas, West (1969), Ganguly and Joseph (1969), Bell (1974), Jhonson (1975), etc. had undertaken working hours and working conditions in a quest for studying QWL. Thereafter, gradually in quick succession issues after issues emerged and were undertaken in the guest for improving employees' QWL and during the last one decade wide varieties of problems appeared like intrinsic - extrinsic factors, social support, physical health (Astun and Lavery, 1993); joint union -management programmes (Fields and Thacker, 1992); technological change (Long and Richard, 1993); employees background variables and motivational variables viz., job satisfaction, work involvement, job involvement (Karrir and Khurana, 1996; Barkat and Ansari, 1997); organisational climate (Srivastava, 1996); socio-psycho-personality variables (Nasreen and Ansari, 1997) and other factors were studied as determining variables for employees' quality of working life. Apart from the referred host of studies Lan and May (1998) studying win-win paradigm of QWL and business performance, found the support to a paradigm that align the interests of the investor, manager, and employees stakeholders into a win-win situation. Finding of this empirical study suggest that with high quality of work life business can also enjoy exceptional growth and profitability.

There are very few available research evidences which have studied entrepreneurs, Javillonar and Goege (1973) tested three different hypotheses (a) "entrepreneurs whose first occupations were in business would be more likely to have nAch entrepreneurs from non-business backgrounds" (b) entrepreneurs who assumed responsibility for initiating
their factory would have higher nAch than non-initiators and (c) "an individual performing an occupational role which is congruent with his psychological needs don't fit the role requirement of his occupation", which were found rejected. The findings of Javillonave and George (1973) clearly emphasize that entrepreneur's success is not the function of family background and other personality factors. In a slightly similar investigation Babb and Babb (1992) advocated that Type A behaviour, need for achievement, ascendency, emotional stability and personal relations are the traits which significantly differentiated entrepreneurs and non-entrepreneurs. This study has not been found supporting to the finding of Javillonare and George (1973). The finding of Babb and Babb (1992) was indirectly in consonence with the finding of Buttner (1992) who had found that entrepreneurs particularly with Type B personalities were more stressful and less satisfied.

In one study Stimpson et al. (1993) indicated that in the United States both male and female entrepreneurs had higher score on innovation, achievement and personal control than non-entrepreneurs. Moreover they also advocated that in India both male and female entrepreneurs scored higher than nonentrepreneurs on personal control.

In one of the very significant study based on the analysis of the biographies of six entrepreneurs involved in successful business process, Hamid (1993) argued that the outcome of the entrepreneurial process is emergent from a complex interaction between entrepreneur, the environment, chance events, and prior performance.
It has already been mentioned earlier, time and again, that the phenomenon of QWL of entrepreneurs have not been studied and whatever the studies we have mentioned have studied entrepreneurs from the perspective other than their quality of work life. Because of such reason there was a complete void which has been filled through the present research endeavour.

In the light of comprehensive preceding descriptions, it is evident that the effort of the present investigation for studying 'organisational development as a function of OC and QWL - a comparative study of Hindu-Muslim entrepreneurs' have never been studied earlier since such studies are very important not only for organisational effectiveness, growth and development but for the development of the nation at large so, the findings of the present investigation will definitely help in identifying the determiners including resources and their influence on organisational development. The findings may also be generalised in maintaining and developing similar small scale industries which are definitely the backbone of the masses who get increasing avenues of employment and thereby enhancing their QWL.

**HYPOTHESES:**

At length, it is imperative to mention the main objectives of the present investigation, The objective in a broader sense is very much evident from the title of the study but micro level in-depth investigation in the present study can be witnessed from the numerous hypotheses. It is also necessary to mention here that since no direction of effects have been provided by earlier studies because of the complete absence so, the
null-hypotheses were framed for empirical testing which follow:

**Ho1**: Technological change - a dimension of OC will not influence any of the dimension of OD or OD as a whole for the total sample.

**Ho2**: Human aspect - a dimension of OC will not influence any of the dimension of OD or OD as a whole for the total sample.

**Ho3**: Structural change - a dimension of OC will not influence any of the dimension of OD or OD as a whole for the total sample.

**Ho4**: Organisational policy - a dimension of OC will not influence any of the dimension of OD or OD as a whole for the total sample.

**Ho5**: Supervisory style - a dimension of OC will not influence any of the dimension of OD or OD as a whole for the total sample.

**Ho6**: Compensation system - a dimension of OC will not influence any of the dimension of OD or OD as a whole for the total sample.

**Ho7**: OC will not influence any of the dimension of OD or OD as a whole for the total sample.

**Ho8**: Personal factors - a dimension of QWL will not influence any of the dimension of OD or OD as a whole for the total sample.

**Ho9**: Organisational factors - a dimension of QWL will not influence any of the dimension of OD or OD as a whole for the total sample.
Ho10 : Environmental factors - a dimension of QWL will not influence any of the dimension of OD or OD as a whole for the total sample.

Ho11 : QWL will not influence any of the dimension of OD or OD as a whole for the total sample.

Ho12 : Technological change - a dimension of OC will not influence any of the dimension of OD or OD as a whole in case of Hindu entrepreneurs.

Ho13 : Human aspect - a dimension of OC will not influence any of the dimension of OD or OD as a whole in case of Hindu entrepreneurs.

Ho14 : Structural change - a dimension of OC will not influence any of the dimension of OD or OD as a whole in case of Hindu entrepreneurs.

Ho15 : Organisational policy - a dimension of OC will not influence any of the dimension of OD or OD as a whole in case of Hindu entrepreneurs.

Ho16 : Supervisory styles - a dimension of OC will not influence any of the dimension of OD or OD as a whole in case of Hindu entrepreneurs.

Ho17 : Compensation system - a dimension of OC will not influence any of the dimension of OD or OD as a whole in case of Hindu entrepreneurs.
Ho18 : OC will not influence any of the dimension of OD or OD as a whole in case of Hindu entrepreneurs.

Ho19 : Personal factor - a dimension of QWL will not influence any of the dimension of OD or OD as a whole in case of Hindu entrepreneurs.

Ho20 : Organisational factor - a dimension of QWL will not influence any of the dimension of OD or OD as a whole in case of Hindu entrepreneurs.

Ho21 : Environmental factor - a dimension of QWL will not influence any of the dimension of OD or OD as a whole in case of Hindu entrepreneurs.

Ho22 : QWL will not influence any of the dimension of OD or OD as a whole in case of Hindu entrepreneurs.

Ho23 : Technological change - a dimension of OC will not influence any of the dimension of OD or OD as a whole in case of Muslim entrepreneurs.

Ho24 : Human aspect - a dimension of OC will not influence any of the dimension of OD or OD as a whole in case of Muslim entrepreneurs.

Ho25 : Structural change - a dimension of OC will not influence any of the dimension of OD or OD as a whole in case of Muslim entrepreneurs.

Ho26 : Organisational policy - a dimension of OC will not influence any of the dimension of OD or OD as a whole in case of Muslim entrepreneurs.
Ho27 : Supervisory style - a dimension of OC will not influence any of the dimension of OD or OD as a whole in case of Muslim entrepreneurs.

Ho28 : Compensation system - a dimension of OC will not influence any of the dimension of OD or OD as a whole in case of Muslim entrepreneurs.

Ho29 : OC will not influence any of the dimension of OD or OD as a whole in case of Muslim entrepreneurs.

Ho30 : Personal factor - a dimension of QWL will not influence any of the dimension of OD or OD as a whole in case of Muslim entrepreneurs.

Ho31 : Organisational factor - a dimension of QWL will not influence any of the dimension of OD or OD as a whole in case of Muslim entrepreneurs.

Ho32 : Environmental factor - a dimension of QWL will not influence any of the dimension of OD or OD as a whole in case of Muslim entrepreneurs.

Ho33 : QWL will not influence any of the dimension of OD or OD as a whole in case of Muslim entrepreneurs.

The afore-mentioned hypotheses will be empirically tested and thereafter, significant predictors of OD could have been successfully identified which may help the organisations specially to the powerloom entrepreneurs to develop their organisations by properly handling the predictors of OD.