CHAPTER – III

RESEARCH METHODOLOGY

Today Indian business houses are facing multi-dimensional challenges of LPG i.e. liberalization, privatization and globalization. In order to face challenges and competition, there is a need to bring about a change in the mindset of management regarding the way they deal with internal / external customer.

As a result of competition and open market economy, more and more organizations have realized importance of human resource management. They have recognized the role of human resources in the organization. Human resource management is basically a business-oriented philosophy; aiming at value addition and achieving a competitive advantage through the efforts of people i.e. human resources.

What is important for top management is how to understand employees and their problems. There is a need to develop sense of identification, commitment and belongingness to the organization. Organizational effectiveness and employee effectiveness are cardinal aspects to achieve business goals.

SIGNIFICANCE OF STUDY IN SOCIAL WORK PROFESSION:

Human being’s experiences of various evolutionary changes for primitive stages to modern day have been extensive and multi-faceted. However, human’s problem were never before as complicated as they seem to be today. Labour is said to be the primary factor of production, therefore its role has been given a lot of importance. It should be useful to have an overall views of the economic activity of man from the nomadic times to the modern system. One of the modern innovations of the modern man is the organization, which deals with affairs in a community, a religion, and state of a company. Since no man can achieve his ends by himself he had sought to acquire the resources of money, machines, materials and man and his mind. It is amply clear that an organization with machine, money, materials and man and without his mind will not achieve its goal. The human factor in the organization comprises of human beings with their own needs and problems, which has no ready solution.
There is a considerable scope of social work at the workplace. By doing so, social work practitioners address the nature of current workplace-based services. There are many potential roles for social workers, such as designing and implementing training programme, building effective teamwork, developing corporate policy, working on company – community partnership. The social work also focuses on employees assistance programme (EAPS) because they are the largest and most established mode of social work practice at the workplace. This will create social work role in industry, which provide a basis for the future integration of social services and employment issues. It will also keep for identifying trends in the labour market and in human resources management.

Social work as a profession has contributed a lot in the field of personnel management, Human resources management, Industrial relations and industrial social work. All the problems related to employees, their job satisfaction and organizations effectiveness; etc. are well undertaken by social work profession. Social work as a professional discipline has evolved and popularized five methods of working with people in all aspects of human life. These methods are social group work, social case-work, community organization social welfare administration and social work research. These methods can be used to conceptualize plans to promote and growth of individuals in the organization.

Social casework as a method can be used to help individual at micro level to enhance a positive responsibility; accountability, correct his perceptions and to overcome from various problems arising during his work in the organization. Social group work as a method can be used to enhance team building, participation; leadership, clarity of goals, cooperation with various departmental communities, works committees etc. Community organization as a method through its sub methods like planning, programming, coordination and integration can help organization as a community to grow with complex structures of inter group relationship. Even the same method can be applied at employees communities to help them for industrial social work, and fulfillment of social responsibilities. Social welfare administration as method can help to understand organization structure, goal, vision mission statement and functions of each department. Social work research as a method can help in collecting facts, analyze, interpret necessary relevant facts and tries to evaluate performance and
promotes innovative policy, new programme for employees development and sensitize them for discharging their duties effectively which can give better results for organizational effectiveness. Therefore there is strong relevance of research topic in to the social work profession and human resource management.

**SCOPE OF THE STUDY:**

Organizations are social systems, therefore all those who work in the organization have mutual interest. All of them work towards attainment of the goal and goal realization requires structured intervention, which is provided by clear definition of authority; responsibility, accountability, division of work, practice of human resources management and employees relations. Above-mentioned each component determines communication, motivation and commitment, which are most important for managerial as well as organizational effectiveness.

The present academic inquiry on 'A study of organizational effectiveness with reference to job satisfaction, employees effectiveness and personality traits', explores variables like age, education, experience, income and their relationship with organizational effectiveness, managerial effectiveness, job satisfaction and personality traits. The present study will be helpful in understanding association of organizational effectiveness and managerial effectiveness. The study will also help in finding association between organizational effectiveness, job satisfaction and personality traits. Thus present study will be helpful in taking adequate steps for organizational effectiveness, employee effectiveness, job satisfaction and personality traits.

**OBJECTIVES OF THE PRESENT STUDY:**

[1]. To measure organizational effectiveness.

[2]. To examine areas of job satisfaction.

[3]. To probe areas and level of employees i.e. managerial effectiveness.

[4]. To study association between organizational effectiveness and job satisfaction.

[5]. To study association between organizational effectiveness and employee i.e. managerial effectiveness.

[6]. To study association between organizational effectiveness and personality traits.
To study association between organizational effectiveness and age, education, experience and income.

To probe association between organizational effectiveness, employee effectiveness, job satisfaction and personality traits.

**HYPOTHESIS OF THE PRESENT STUDY:**

1. Organizational effectiveness and job satisfaction of the employee will be positively correlated.
2. Organization effectiveness and employees effectiveness will have strong association.
3. Higher the experience, higher will be employee effectiveness.
4. Income will not have any association with employee effectiveness.

**STUDY DESIGN:**

The study design is an exploratory and descriptive in nature. This design provides an opportunity to study about various aspects of an organizational effectiveness and also gives overall idea of organizational effectiveness. This research helps in establishing an association of organizational effectiveness with other variables such as job satisfaction, managerial effectiveness and personality traits.

**OPERATIONAL DEFINITIONS OF THE CONCEPTS USED IN THE STUDY:**

(A) **Organizational Effectiveness**

In the present study organizational effectiveness refers to the eight identified dimensions viz: consensus, legitimization, self control, need for independence, job involvement, innovation, organizational attachment, organizational commitment. These dimensions are identified as the key areas that determine organizational effectiveness that is the accomplishment of the goal, vision and philosophy of the organization through the various processes with the Human Resources.

(B) **Job Satisfaction**

The Job satisfaction refers to a feeling of self prophecy and fulfillment of people in the organization with the help of the organizational setting, culture, working condition, future opportunities, recognition and sense of ownership. These dimensions
are specifically characterized by attributes. The present study focuses the term that is job satisfaction only with respect to nine areas of job satisfaction.

(C) Employees (i.e. managerial) Effectiveness

The term managerial effectiveness refers to the essential managerial tactics and functions. That creates a congenial working environment in the organization. In the present study sixteen key areas through which a manager can be effective in the workplace by efficient accomplishing the goal of the organization characterize the term managerial effectiveness. In this study managers are perceived as employee in the organization therefore employees effectiveness is stated as managerial effectiveness.

(D) Personality traits

The term personality trait refers to the innate qualities of individual, expressing through the behaviour in various situations. In the present study focuses on personality traits of managers which are significantly important in the organizational effectiveness.

UNIVERSE:

The universe consists of managerial employees of Chemicals and Engineering companies of Gujarat State.

SAMPLING:

The population of present study is a chemical and engineering companies situated in different parts of Gujarat having 300 or more employees and having significant growth in progressive direction. Thus a total of 24 companies fall under a population and total 2700 employees working as a managerial position in these companies constitute the population.

From the above population researcher has purposively selected 270 managers for the present study as a sample. These managers are fulfilling the criteria of representing the companies in all parts of Gujarat. Thus the researcher takes a representative purposive sample.
CRITERIA FOR SAMPLING

a) The sampling method used for selecting sample for study with a purposive sample method.

b) The questionnaire consists of 148 items to be answered in a structure form were sent to the respondents of various companies and respondents who were willing to respond were considered.

c) The respondents who were professionally qualified with sufficient work experience of minimum one year in the field were selected.

d) The respondents who were ready to complete the task in specified period of time i.e. one month were selected.

Above criteria are kept in mind while selecting respondents, so that qualitative, relevant, unbiased information can be gathered for the present study.

RESEARCH SETTING:

Researcher has identified Chemicals and Engineering Private Ltd. companies of Gujarat State which have more than 300 employees as work force. The industries which are selected for study purpose are as follows:

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Name of the Organization</th>
<th>No.of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ABB Ltd. Baroda</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>FAG Bearings Ltd. Baroda</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>Lakhanpal Ltd. Baroda</td>
<td>05</td>
</tr>
<tr>
<td>4</td>
<td>Banco Products Ltd. Baroda</td>
<td>06</td>
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<tr>
<td>5</td>
<td>Alstom Power India Ltd. Baroda</td>
<td>11</td>
</tr>
<tr>
<td>6</td>
<td>Munjal Auto Industries Ltd. Waghodia</td>
<td>05</td>
</tr>
<tr>
<td>7</td>
<td>Jayshree Insulator, Halol</td>
<td>05</td>
</tr>
<tr>
<td>8</td>
<td>L&amp;T Ltd. Surat, Baroda, Amreli</td>
<td>15</td>
</tr>
<tr>
<td>9</td>
<td>Steelco Gujarat Ltd. Bharuch</td>
<td>07</td>
</tr>
<tr>
<td>10</td>
<td>ABC Bearrings Ltd. Bharuch</td>
<td>12</td>
</tr>
<tr>
<td>11</td>
<td>Welspun Ltd. Bharuch</td>
<td>06</td>
</tr>
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</table>
12 Biria Copper Ltd. Dahej 06
13 Amtrex Hitachi Ltd. Ahmedabad & Mehsana 06
14 Mirinda Tools Ltd. Ankleshwar 06
15 Blue Star Co. Ltd. Bharuch 05
Total 135

CHEMICAL ORGANIZATIONS

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Name of the Organization</th>
<th>No.of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Atul Ltd. Valsad</td>
<td>40</td>
</tr>
<tr>
<td>2</td>
<td>Tata Chemicals, Mithapur, Jamnagar</td>
<td>25</td>
</tr>
<tr>
<td>3</td>
<td>Alembic Ltd. Baroda</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>Reliance Ltd. Surat</td>
<td>20</td>
</tr>
<tr>
<td>5</td>
<td>Transpek Ltd. Padra</td>
<td>05</td>
</tr>
<tr>
<td>6</td>
<td>Transpek Silox Ltd. Kalalii</td>
<td>06</td>
</tr>
<tr>
<td>7</td>
<td>Jubelient Organosis Ltd., Savli</td>
<td>06</td>
</tr>
<tr>
<td>8</td>
<td>Deepak Nitrate Nandesari</td>
<td>06</td>
</tr>
<tr>
<td>9</td>
<td>United Phosphorous Ltd., Ankleshwar</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>135</td>
</tr>
</tbody>
</table>

TOOLS FOR DATA COLLECTION:
Structured questionnaire of organizational effectiveness is used along with structured questionnaire of job satisfaction, (By Professor C.N. Daftuar) employee i.e. managerial effectiveness (Seeta Gupta) and personality traits.

(A) ORGANIZATIONAL EFFECTIVENESS:
The organizational effectiveness scale (OES) has 8 dimensions spreading over to 33 items. The 8 dimensions of organizational effectiveness are as follows.

(1) Consensus
Consensus (Con.) : Consensus is the uniformity in perception and attitudes of employees regarding standard settings, scheduling and organizational objectives.
(2) **Legitimatization**  
Legitimization (Leg.) : Legitimization measures the acceptance by the subordinates of the superiors’ right to exercise control.

(3) **Self control**  
Self-control (SC) : Self-control refers to members’ felt responsibility toward the job without managerial control.

(4) **Need for Independence**  
Need for independence (N. Ind.) : Quality of a person which makes him to think independently about his job problems and to act (and work) according to his own judgment and evaluations without much of superiors’ instructions.

(5) **Job Involvement**  
Job Involvement (JI) : Job involvement is the degree to which a persons goal is identified psychologically with his work, or the importance of work in his total self-image (Lodahl and Kejner, 1965).

(6) **Innovation**  
Innovation (Innov.) : Innovation relates to how often the person comes up with new creative, ideas to deal with the job, without anyone’s help.

(7) **Organizational Attachment**  
Organizational Attachment (OA) : We define organizational attachment as feeling of oneness and a commitment to say with the organizational even in adverse circumstances.

(8) **Organizational Commitment**  
Organizational Commitment (OC) : OC measures how much the respondent cares for the prosperity of the organization and how much he is willing to work for this holds.
(B) JOB SATISFACTION

Job satisfaction is studied with the help of structured questionnaire, which includes following areas of job satisfaction.

1. Creativity :-
   It refers to an ability of a person to do work / assignment differently and change routine composition of work.

2. Opportunity for growth and development :-
   It refers to chance for growing and developing in an organization which is prerequisite for individual and organizational development.

3. Decision making power :-
   It is an art of selecting a point and process of commitment towards one course of action out of multiple course of actions.

4. Job security :-
   Job security is a state of feeling in which an individual has sense of understanding that his position is secured in an organization.

5. Remuneration :-
   It is a reward that a person gets against his worth reflected in the form of skills, attitude and knowledge.

6. Working conditions :-
   It refers to facilities and amenities designed, developed and provided in support of smooth functioning of the organizations to motivate and help people to get satisfaction in the organizations.
7. Interpersonal relations:
Sense of being informally related with one another and developing bond for mutual help and interdependence.

8. Recognition to work:
Programme of work is given such a perspective which gets attention of self, group members and organization as a whole.

9. Discrimination of power:
Exercise of ability and skills for differential task, goal, performance and ability to judge on the basis of deservance.

(C) EMPLOYEE I. E. MANAGERIAL EFFECTIVENESS:
This variable has been studied with the help of structured questionnaire, which includes following areas.

1. (1) Confidence in Subordinates:
Manager who tends to involve subordinate in decision-making delegates authority. Encourages participation in deciding work methods and uses feedback as an opportunity for coaching exhibits democratic style of leadership.

(2) Communication and Task Assignment:
Good communication would require a manager to keep team members and subordinates informed by explaining decision of policies and providing accurate feedback. A manager should be CANDID about their own problems and limitations.

(3) Networking:
This activity consists of socializing/politicking and interacting with outsiders. The observed behaviour associated with this activity include non-work-related chit-chat informal joking around, discussing rumor, hearsay and the grapevine, complaining, griping and putting others down, politicking and gamesmanship dealing with customers, suppliers and vendors, attending external meetings and doing community services.
(4) **Colleague Management:**

This involves the degree to which the manager leaders are able to work in a team and be respectful to his / her team members, delegates real authority to team members and listen to their ideas.

(5) **Discipline:**

When a employee's performance regularly isn't up to at par or if an employee consistently ignores the organization's standards and regulations, the manager may have to use discipline a way of control. Thus discipline refers to the actions taken by a manager to enforce the organization's standards and regulation.

(6) **Informal Communication:**

This refers to the communication that is not approved by the structural hierarchy. Informal communication permits organization's members to satisfy their needs for social intervention and also improves an alternative, and more efficient chambers of communication.

(7) **Management of Market Environment:**

This refers to the degree / extent to which leaders / managers are able to control or manage changes taking place in the external market such as globalization, liberalization etc.

(8) **Conflict Resolution:**

This dimension refers to the conflict handling style of the manager whether he adopts the Win/Lose, Lose/Lose or Win/Win or Lose/Win Management strategy.

(9) **Integrity and Communication:**

A key ingredient of leadership is effective communication for the team member to pick up on the leader's sense of urgency indicates that effective communication is occurring. Though communication team members learn the what, why, when and how should be done.
(10) **Client management and Competence**:

This refers to the ability or capacity of the manager to maintain and manage relationship with the clients, who are absolutely essential for the survival and growth of the organization.

(11) **Motivating**:

This refers to the willingness to expert high levels of effort to reach organizational goals, conditioned by the efforts ability to satisfy some individual needs.

(12) **Delegation**:

This refers to the managerial skills of assignment of authority to another person to carry out specific activities, delegation of authority without which the manager cannot function requires being dependent on others to get the job done.

(13) **Image Building**:

This refers to the managers task of presenting the right image. Project the appropriate image in terms of style of dress, one should and should not cultivate. Whether one should project a risk taking or risk adverse stance and so on.

(14) **Welfare Management**:

This refers to the ability of the manager to look into the "Welfare" needs of the organizational members and ensure that they are satisfied or not.

(15) **Consultative**:

The extent to which a manager shares the problem with the subordinates individually or collectively, and obtains their ideas and suggestions.

(16) **Inspection and Innovation**

This refers to inspection of work and introducing innovations at various level.
(D) **PERSONALITY TRAITS** :

The researcher has made preparation of the tool to measure the personality traits of the employees. (Managers)

1. **Cooperative** :-

   Cooperative refers to willingness to work or act together in order to achieve common purpose or goal.

2. **Flexible** :-

   Easily changed or suit to new conditions in the organizations.

3. **Energetic** :-

   Energetic trait refers to full of force, vigour, capacity to do things and get things done.

4. **Persevering** :-

   Persevering is a trait of putting continuous efforts to achieve something even in the difficulty situations.

5. **Original** :-

   Ability to create / produce new ideas.

6. **Self controlled** :-

   Self controlled trait refers to controlling once own feelings and behaviour in order to help others.

7. **Aggressive** :-

   Aggressive trait refers to expression of an immediate anger on people in unlike situations.
8. Poised :-

Poised trait refers to be or keep balance in the way in which one carries oneself with confidence.

9. Sociable :-

Sociable trait refers to maintaining relationship between persons and community as a whole for the betterment of social conditions in the organizations.

10. Independence :-

Independence trait refers to a state of being independent by not relying others and acting or thinking upon once own lines.

11. Conformity :-

Conformity trait refers to behaviour or action in agreement with what is usually accepted or required.

12. Dominant :-

Dominant trait refers to having control, authority or influence over others.

To formulate tool for personality traits following method was adopted.

Phase I : Reviewing the literature on personality traits and its contribution to the organizational effectiveness.

Phase II : Identifying the personality traits that are essential for organizational effectiveness amongst the managers are Co-operative, Flexible, Energetic, Persevering, Original, Self controlled, Sociable, Aggressive, Poised (Balanced), Independent, Confirming, Dominant.
Phase III: Preparation of the questionnaire on a five point scale for eliciting the responses, based on the item related to the identified personality traits. Each personality trait was reflected from various perspectives in the form of five statements, thus a questionnaire consisting of 60 items was prepared by the researcher and referred to 10 experts in the field of social work practice, academic, and industrial management. They were asked to give their opinion on syntax and content, i.e., statement measures what is expected to measure. Based on the suggestions of the experts, the statements were modified and each item was re-organized. Thus, the questionnaire for identifying personality traits is developed by the researcher.

**TREATMENT OF DATA:**

- Simple frequency
- Chi-square
- T-test

Are used to analyze the collected data.

**PRESENTATION OF STUDY:**

- Chapter I – Introduction
- Chapter II – Review of Literature
- Chapter III – Research Methodology
- Chapter IV – Research Setting
- Chapter V – Data Analysis and Interpretation
- Chapter VI – Findings
- Chapter VII – Conclusion and Suggestions
  Action Plan