CHAPTER-II
INTRODUCTION

A collected body of the work done by earlier scientists is technically known as the previous literature or past studies. The present chapter reviews findings and conclusions of past studies related to current study. In this collection of past studies they are divided in three categories. They are as follows.

2.1 (A). STUDIES ON TEXTILE MILLS AND ORGANIZATION

2.1 Chakrapani T.K.: “A Study of The Factors Influencing The Incident of Absenteesim In A Textile Mill”

T.K. Chakrapani (1964) has done a study on absenteesim in a Textile Mill. In this study researcher studied absence records of 200 workers for the calendar year of 1962 in a textile mill near Tirupati formed, the main source of information. The mill produces textile yarns and has 12 departments, viz mixing, blow room, carding, fly, frames, spinning, doubling, reeling, winding, building and baling, work-shop and electrical, sizing and miscellaneous. In each department varying number of persons ranging from 3 to 200 work daily for a period of 8 hour a day. Altogether on the rolls there are 613 workers with an additional 181 kept reserved for shift and substitution. The sample records selected for observation constitute 33% of the total regular workers selected at random order.

In his study, he found that

1. Workers of the middle age group have a tendency to absent themselves more, after applying for permission where as younger workers tend to absent themselves more without applying for any permission.

2. Skilled workers absent themselves less and when they absent themselves they usually obtain prior permission.
3. Workers with longer experience absent themselves more with prior permission, less experienced workers absent themselves more without prior permission.

4. The most frequently mentioned causes for absence are minor illness and travels. The least mentioned ones are major illness and community functions.

5 Marital status and the different seasons of the year do not appear to influence the absent measures in any one particular direction.

2.2 Ganguli: “Psychoneuroses And Textile Workers”

Ganguli (1967) studied textile workers and found the incidence of psychoneuroses in this sample in India to be similar to the incidence rate in other countries. He also found poor job satisfaction to be associated with mental illness.

2.3 Garg R.B.L.: “Industrial Safety”

Garg R.B.L. (1980) has done a study on industrial safety. The accident rate in Indian industry is reported to have shot up from 30 to 60 per 1000 workers in the past three decades. The union Ministry of Labour recently revealed that about 600 workers die and 2.5 lakhs are crippled or disabled every year in industrial accidents in India. The major causes identified for accidents include unsafe actions of persons and unsafe actions of persons and unsafe conditions. Safety in mining industry is a very important aspect. While critically analyzing the existing labour laws, the author has proposed different measures to promote industrial safety. The role of management is also highlighted in safety.


In his study researcher found a distinct change effect in organizational structure and operating processes. Using the freshly for
mulated and developed BGJ scale among managers in order to assess the effect of change over a time continuum of past through, present to future on several bi-dimentional scales the three heads of organizational structure process and attitudes the change showed a distinct trend of ship in organizational sturuture from a flexible in the past to a rigid at present to a greater rigidity in future in role definition and from decentralization in the past to centralization at present to greater centralization in future in the use of authority and control by management. The overall level or organizational efficiency and effectiveness have been found to the affected adversely as a change in owernship. There has been a sudden spurt in the turnover of managers. According to the observation of Ghosh thses trends in the effect or changes have emerged due to the existence of a fixed stereotype in all organizational dimensions of the public sectors enterprise in the prepration of managers which tended to replace, through their behaviors, the past organizational reality to establish organizational reality at present and in future.

2.5 Mei Bner, W : “Innovation and Organization.”

This study was conducted in 1989. The study attempts to alleviate these theoretical and empirical research deficits. In order to adequately assess the complexity of situation in business organizations, situational conditions, were divided into three categories (1) Job characteristics (2) Social condition and (3) organization condition. In addition to above situational conditions, theoretical discussions have pointed out the effect of two other aspect of innovativeness. First job satisfaction not only has an impact on performance in general but also specifically influence individual innoviate behavior (Pelz and Andrews 1978). Secondly, emperical evidence has demonstrated the important role played by intrinsic motivation in the general and innovative performance (Katz & Kahn 1978).

An exploratory cross sectional study was conducted with a sample of 131 scientist working in the research and development of two of the
most prestigious German high-tech enterprises. Individual innovativeness was measured by a questionnaire on number and kind of innovative ideas expressed in the past. Situational conditions in each firm were assessed with the help of mainly well know questionnaires. Bivariate multivariate analyses, mainly person correlation and multiple correlation were computed.

The result confirmed the relevance of situational variable for individual innovation. These result quality, the trait paradigm "Intrinsic work motivation" had no significant effect on the number of individually generated innovative ideas, but did affect the meaning of different situational conditions.

Analysis of the total sample demonstrates that job characteristics correlate most strongly with innovation. With respect to social conditions, variables assessing communicative aspect correlate most strongly with innovation. In contrast management variables correlate only weakly with the numbers of innovative ideas. As for organizational and conditions are concerned, a striking result is that especially the permeability (i.e. the availability and attain ability) of information is closely related to innovation.

Dividing the total sample into two subgroups comprising individuals with high and low intrinsic work motivation accentuates these relationships even more. This polarization is found in equal measure for job characteristics as well as social and organizational conditions, yet is especially distinct for the two areas. The multiple correlation conditions for the total sample essentially confirm the bivariate analyses.

2.6 MENON V.K.S.: "Improving The Effectiveness of Public Sector Management".

Menon (1983) has done research on public sector management. He found that public sector undertaking are always under severe criticisms for their ineffectiveness. Various studies have been conducted to find out the problem of public sector undertaking. The author indentified the
following weak points in public management.

Poor entrepreneur interest, poor selection of top executiveness, lack of continutive in chief executives' tenure, lack of apprasial and control system, employees inertia, old system and ineffective procedures. Therefor researcher suggested that select the complement persone for top position, well defined organization system, less interferance from bureaucractics, use of modern management techniques and proper utilization of existing resources.


The present study was conducted in 1988. It attempts to relate performance with personality characteristics of job satisfaction and workers participation. S.D Employee inventory scale has been used to assess job satisfaction. Psychological participation index has been administered for ascertaining the participation variable. The amount of production has been obtained from the daily work records (from April 1984 to march 1885) of the workers of U.P. (Uttar Pradesh) state spinning Mills company (nol) Ltd. Maunath Bhanjan, Azamgarh U.P Results indicate that job satisfaction and participation is positively associated with job performance. In this study researcher concluded that -

1 Performance is considered to be a function of innumerable factor like physical, situational factor. Keeping the physical and situational factor, as constant it is found to be noted that personality and attitudinal factors may be important causative factors affecting the performance of industrial workers.

2. Job satisfaction is positively associated with job performance. If the workers of an organization have proper knowledge of tools and machines, management is good, personal adjustment and social relations
are satisfactory then they also try to contribute their maximum to job performance.

The management should arrange to provide workers high and equitable pay good opportunity for promotions, good working conditions, compensations for any loss or damage and with proper job properties. Thus satisfaction with "on-the-job" and off-the-job factors enhances the job performance levels of the workers.

3 The study also establishes the participation is also positively associated with job performance. Workers, who feel that they have more opportunities to participate in decision making, have a greater sense of autonomy, more involvement and believe that their supervisors have often consulted them, will produce more.

2.8. Sutaria R: "Organization Climate In National Textile Mills."

The present study was conducted in 1985 at Ahmedabad. In this study 162 technicians were taken from spinning and weaving departments of six nationalized mills. In her study he has used Organization Climate Scale from B (Latin and Stringer 1968). She found Inter-mill comparisons on organization climate revealed no difference obtained by the mills, which suggests a strong similarity in climate across mills. While comparing these mills to private mills, both differ on several dimensions of the macro level organizational climate. The nationalized mills were found to be lower on structural clarity, responsibility given to various levels of staff, reward system, warmth in interpersonal relations, support from management and others, feeling of identity among employees, conflict resolution, role clarity, role discretion and role challenge. At the job climate, the sectors differed significantly, on only two aspects. The nationalized mills were found to be lower on task identity and Alienation-content. In psychological reactions, the employees of the nationalized
mills were found to be less satisfied with meaningfulness of their work and effort, job security, supervision practices and opportunities for growth and development.

2.9. Sampangiramaiah: "Organizational structure"

This study was conducted in 1971. In this comparative study 148 workers and 66 supervisors from private sector factories and 130 workers and 40 supervisors from a public sector enterprise were taken. The conclusions are as follows.

A. In the private sector factory, the workers perceived that their supervisors helped them to perform their work efficiently while as in the public enterprise the workers thought that their supervision were not competent to perform the expected work.

On the other hand, supervisors in the private enterprises were satisfied with the work of the workers, while as in public enterprise the supervisor considered the worker as disobedient.

B. The management in the private enterprise was appreciative of the work performance of workers and supervisor. The management in the public enterprise, on the other hand felt that though the workers were capable they did not come up to expectations for want of proper guidance from their supervisor.

C. A majority of workers and supervisors in both the sectors felt that the management had not recognised their efficiency.

D. The union found the management in the private factories to be responsive to the grievances of the employees but believed that it had a strong view that the union was not playing its role properly. The union and the management in the public enterprises were found to be cooperating to rectify the defects in the policies.

The workers in the private factory felt pessimistic about prospects.
of promotion, adequate incentive, and of any changes in the monotony of work. The public sector workers appeared to be optimistic about such prospects in the course of times through the initiative of the government.

2.2. (B). STUDIES ON PERSONALITY CHARACTERISTICS

2.10 Dolke A.M. and R. Sutaria: "Personality Characteristics And Job Attitudes."

This study was conducted in 1980 and it studied the relationship between personality and job attitudes of 458 supervisors. The Maudsley Personality Inventory and Sentence Completion Test of Mukherjee were administered to measured extroversion-introversion and neuroticism, stability, dimensions and achievement motivation. The results show that extroversion introversion and neuroticism dimensions of personality are not related to source of satisfaction and dissatisfaction. Achievement motivation did show relationship with job attitudes.


This study was conducted in 1963. Researcher found favourable effect of empathy. Empathy means placing oneself in the position of other party and think. What they would want when placed in the situation of other party. Where there is demonstrated capacity for empathy among them, much can be accomplished to make middle and top management aware of its nature, the need to be aware of, and what it can accomplish in better human relationship. More immediately, however, this lack of empathy by supervisors and executive at every level is productive of many misunderstandings and conflicts in the course of day to day operations. Empathy is very much helpful in changing antagonistic attitudes. Therefore, empathic sensitivity is vital to effective human relationship, without it, no supervisors or executive can get the most from this people.

2.12. Mujumdar: "The Personality Traits, and Success In
Supervisory Jobs In Industries.

This study was done by researches in 1968. He investigated the interest patterns of technical persons, using questionnaire method. The results revealed important personality traits like discipline, cooperativeness, patience, self confidence, leadership, acceptance, clear thinking to be essential for success in supervisory jobs.


The present study was conducted by Saksena, Kapoor and Seth in 1976. In this study 100 anti-management and promanagement textile wkrkers of J.K. Cotton Weaving and spinning Mill, Kanpur were the subjects. They were classified as anti-management or pro-management after administering an attitudes scale as developed by Kapoor K.D.(1972). They found that the mean of the pro-management employees in factor A Reserved Vs outgoing is 7.96 as compard to the mean of 11.59 of the anti-management employees. Thus the mean of the former group is significantly lower than the mean of the letter group beacuse derived F 194.35 is much greater than F at .001 level, thus it is highly significant. The lower mean of the pro-management employee shows that they are reserved, detached, critical and cool. The high mean of the anti-management employees shows that they are easy going, emotionally expressive and warm hearted, practivating and less afraid of criticism.

On factor C, Affected by feeling Vs Emotionally stable, the mean of the pro-management employees is 12.07 as compared to mean of 11.66 of the anti-management employees. The mean of the two groups does not differ much beacuse the derived F .61 is much lower than the needed F at .05 level thus it is not significant.
With reference to factor E Humble Vs Assertive. The mean of the pro-management employees was found to be 7.29 as compared to the mean of the 13.33 of the anti-management employees. Derived F 297.57 is very highly significant. Thus it can be inferred that pro-management and anti-management employees differ significantly in regard to this trait. The lower mean of the pro-management employees indicates that they are mild accommodating, conforming and give way to others, Promanagement employees tend to be docile. They are submissive and easily managed. The high mean of the anti-management employees on this factor shows that they are assertive, dominant, self-as-sured and independent minded. They tend to be austere, hostile or extra punitive, authority (managing others) and disagreed authority. As anti-management workers score high, it means that they are assertive and disregard authority. They indulge in strikes, lookouts, sabotage and absenteesim etc.

On factor Q4 Relaxed Vs Tense. The mean of the pro-management employees is 7.87 as compared to the mean of 15.94 of anti-management employees. Derived F 257.61 is significant at .01 level. The lower mean of the pro-management employees reveals that they are relaxed, tranquil, unfrustrated, torpid, composed and satisfied. In some situations their over simplification can lead to laziness and low performance in the sense that low motivation produces little trial and error. On the other hand high mean score of anti-management employees shows that they are tense, frustrated, driven, overload their work performance may be disrupted due to high frustration level. Anti-management employees are excitable, restless, treatful and impatient. They are often fatigued but unable to remain inactive.

2.14 Sutaria R. : “Job Mobility, its Relationship With Personality Characteristics.”

Researcher conducted this study in 1976. This study, was undertaken to explore the relationship between job mobility and extroversion-
interoversion, neuroticism-stability and achievement need. From the career records of 1134 technicians from 23 textile Mills of Ahmedabad, typically mobile and typically stable employees were selected. The study was conducted on 181 technicians of which 84 were typically mobile and 97 were typically stable in their jobs. The Maudsley Personality Inventory and Sentence Completion Test were administered. It was found that mobile and stable respondents did not differ in the selected personality characteristics. However, average tenure was found to be negatively correlated with achievement need. Schuh (1967) and Porter and Steers (1973) found that employees having short tenure manifested higher degree of achievement orientation, aggression, independence, self confidence, anxiety, lack of emotional stability, high degree of sociability, ascendance, neuroticism and authoritarianism. The long tenure employees, on the other hand, were more emotionally stable, mature, sincere, having strong identification with job and moderate achievement orientation.

Among personality characteristics the extroversion - introversion, neuroticism, stability and achievement need appear to be related to work behaviour, specifically to turnover behaviour. Cooper and Payne (1967) studied the relationship between extroversion dimension of Eysenck (1957) and work behaviour. According to the Eysenck theory of personality extroverts have high stimulus hunger and low arousal level. Due to their stimulus-hunger they seek changes in the environment which results in job mobility. Cooper and Payne (1967) reported that extraversion is negatively related to length of service and other withdrawal indices. It seems that no further attempt has been made to study the relationship between extroversion and job mobility.

2.15. Spector, Paul E: "Behavior in organizations as a function of employees locus of control".

In this study (1982) he found that locus of control is the extent to which the individuals believe that, they control their own lives or external
forces control their lives which are beyond their control. A person with a strong "internal locus of control" believes that he controls events concerning his own life and that internal traits determine what happens in a given situation. He believes that he is the master of his own destiny. On the other end, a person with a strong "external locus of control" feels that outside forces are affecting the events in his life and he is at the mercy of destiny, chance or other people. He believes that "whatever will be; will be," and everything happens by the will of God.

Researcher has indicated that "internal" are highly confident of themselves and sought out situations where they would use their own wisdom and energies to direct the events and control the outcomes such as starting their own companies. Research has further shows that internally oriented persons hold jobs of higher status, advance more rapidly in their careers and prefer intrinsic rewards such as feeling of achievement while externally oriented persons are more interested in job security and other extrinsic rewards.

2.3. (C). STUDIES ON ROLE CONFLICT AND JOB SATISFACTION

2.16 Dwivedi Neerja, Pestonjee D.M. : “Socio-Personal Correlates of Job Satisfaction”.

Dwivedi and Pestonjee conducted a study in 1975. Which tried to determine the effect of some important socio-personal factors on job satisfaction of blue-collar workers. These factors are in come, tenure of service, age and marital status. The 'S.D. Employees Inventory Scale' preapared by Dr. D.M.Pestonjee was used as tool of reseach to determine the job satisfaction level. The Inventory items measure satisfaction areas viz job, management, social relations and personal adjustment. In this study researcher found that income, age, tenure of sevice and marital status genrally, effect the job satisfaction of balue-collar workers. Age and tenure of service are more effective correlates of job satisfaction than income
and marital status.

2.17. Jagdish “Relationship Between Mental Health And Job Satisfaction.”

This study was conducted in 1986. The present study aimed at exploring the relationship between job satisfaction and mental health. Four hundred first level supervisors randomly selected from Desel Locomotive works Varanasi served as subjects for the purpose. Mental Health Inventory developed and standaraadized by Jagdish and Srivastava (1983) and S-D Employee Inventory scale (Pestonjee 1973) were administered to measure mental health and job satisfaction of the subjects. The results reveal positive relationship between job satisfaction and mental health of the employees. It indicates that the employees satisfied with their job possess good mental health.

Kornhauser (1965) reported that better satisfied employees had better mental health in comparison to the less satisfied employees. He found consistent association between job satisfaction and mental health index, including self-esteem, sociability, life satisfaction, personal morale, hostility anxiety and tension.

Hoppock (1935) Smith (1955) Research finding reported that dissatisfaction with job related to dissatisfaction with other aspects of employees’ life.

Kasl (1973) indicated positive relationship between job satisfaction and mental health.

Sinha (1973) found that subjects with higher job satisfaction scores tended to have higher social and private self esteem and more stable self concept.

2.18. Kalanidhi “Problems of Job Satisfaction Among workers In Industry.”
Kalanidhi conducted a study in 1965. She found that workers with satisfactory social relations at home, better financial status and positive attitude towards work were more satisfied than workers with financial difficulties, negative attitude to work and unsatisfactory social relations.

2.19. Kumar (1970) has reported that the main goal of the Indian public enterprises (Pes) is meeting national priorities. He found the top management style in public sector enterprises to be more bureaucratic and technocratic and less paternalistic and pragmatic than in private sector enterprises.

2.20. Madhu K and Harigopal - *Role Conflict and Role Ambiguity in Relation to Job Involvement, Job Performance, Age and Job Tenure*.

This study was done by the researchers in 1980. In this study sample was taken from Visakhapatnam, sixty five male supervisors employed in a major public sector industry. Forty of them were technical and 25 non-technical supervisors. Random sampling procedure was followed. Their age ranged 25-40 years. The researcher used tools Role Conflict and Role Ambiguity Scale by Rizzo, House and Lirtzman (1970) and Job involvement scale by Lodhi and Kejner (1965). Job performance rating was provided by the industry while age and Job tenure, information was obtained from personal data sheet. For data analysis correlation, mean, S.D. was used. In this study results for the non-technical sample indicated (a) negative relationship between role ambiguity and job involvement and job performance (b) positive relation between role conflict and role ambiguity and (c) positive relationship between job involvement and job performance. Role conflict correlated positively with age for technical sample.

2.21. Madhu and Harigopal: "Role ambiguity and Role conflict".

In their study (1980), they found role ambiguity and role conflict
to be positively correlated. Role ambiguity was found to have a positive relationship with perceived deficiency of social need at the higher managerial level the self actualization need deficiency at the middle management level, and negative relationship with job involvement at the lower level. In another study by Harigopal ego strength was found to moderate the relationship between role ambiguity and job satisfaction, role ambiguity and job involvement and, role conflict and job involvement. Dominance Vs. submissiveness was found to have moderate relationship between role conflict and job involvement. Madhu and Harigopal found role conflict to be positively correlated with age for technical people.

2.22. NATH A “Role Conflict As Related To Job Level And Job Tenure.”

This study was conducted in 1980 in Jaipur. Researcher took a sample for study as 50 managers 50 supervisors and workers of private industries. In his study he used Rizzo et al (1970) tool for measures of role conflict and for statistical analysis he used mean, S.D. And ‘t’ test. Researcher found that role conflict decreases as the length of service increases in all the three categories of personnel.

2.23. OJHA HARDAES: “A Job Satisfaction Questionnaire For Office Employees And Factory Workers”.

Researcher used job satisfaction questionnaire for office employees and factory workers. The test consists of 32 items which represented all important aspects of job satisfaction. Half of the items of the test were positive and remaining half were negative. The test was found to be highly reliable. Its split-half and test-retest reliability were .87 and .80 respectively. The test correlated positively and significantly with attitudes toward management, immediate supervisor, coworkers and family in two independent samples of office employees and factory workers. These correlations served as the indices of construct validity of the test. In this
study correlations appear in the predicted direction. Among office employees the correlation of job satisfaction with attitude towards management, immediate supervisor, coworkers, and family are .368, .467, .525 and .149 respectively. The correlation of job satisfaction with these attitudes in respect of factory workers are .323, .222, .168 and .150 respectively. All these correlations are significant beyond 5 percent level of confidence.

2.24. Pestonjee D.M : "Role Stress And Job Satisfaction"

In their study they used Pareek's ORS (Organizational Roll stress Scale) in a public enterprises, and found a significant relationship between role stress and job satisfaction. They found locus of control as mediating variable is this relationship.

2.25. Sinha and Agrwal : "Job satisfaction and general adjustment of white collar workers."

Sinha and Agrwal conducted a study in 1971. Researcher taking 60 white collar workers from government office and found that workers who had more satisfaction tended to have better score on adjustment and those who were less satisfied were generally lower in their adjustment. Three areas of adjustment, as home, social and emotional were positively and significantly related to job satisfaction. Those who perceived their job favourably were found to be more satisfied.

2.26. Randall S. Cheloha and James L. Fare : "Absenteeism, Job Involvement, And Job satisfaction In An Organizational setting."

Randall and James conducted a study in Pennsylvanian in 1979. Researchers gathered sample from state government employees in relation to job satisfaction, job involvement and absenteeism. They found zero order correlation and result indicated that both job satisfaction and job involvement were inversely related to absenteeism, but that job involvement more consistently related to absent behaviour. How ever, partial
correlation coefficients for the satisfaction, absence (job involvement held constant) and involvement absence (Job satisfaction held constant) relationship revealed that although job involvement was related to absenteeism, job satisfaction was not. It appeared that, the variance in the relationship between absenteeism and job satisfaction could be explained by the mediating influence of job involvement.

2.27. Viswesvarn Chochalingam, Satish P. Deshpande and Jacob Joseph: "Job satisfaction as a function of Top Management Support for Ethical Behaviour: A Study of Indian Managers."

This study was conducted in 1998. In this study researchers examines some individual consequences of ethical decisions with data from a sample of Indian managers. It focuses on the relationship between perceived top management support for ethical behaviour and experienced job satisfaction of the respondents. The support for ethical behaviour has organizational value increased job satisfaction, organizational commitment and job performance, and lowered absenteeism.