RESEARCH METHODOLOGY
CHAPTER-II
RESEARCH METHODOLOGY

Present chapter talk about the research methodology being adopted by researcher to conduct present study. Research methodology once defined as a highly intellectual human activity used in the investigations of nature and matter and deals specifically the manner in which data is collected, analyzed and interpreted.

Significance of the Study:

The world is full of confrontation between people, groups and nations, who think, feel and act different, at the same time these people, groups and nations carry on within themselves indelible patterns of problems, which demand cooperation for their solution. Ecological, economical, military, hygienic and meteorological developments do not stop at national or regional borders. Understanding the differences in the ways the leaders and theirs followers think feel and act in search of solutions to wide ranging problems and issues, is a condition for bringing about worldwide solutions that worst. Questions of economic, technological or medical or biological co-operations have too often been considered as merely technical. One of the reasons why so many solutions do not work or cannot be implemented is because differences in thinking among partners have been ignored. Understanding these difference is at least as essentials as understanding the technical factors especially in the organisational context. However, despite the fact that people differ in their thinking, feeling and acting, there is structure in this variety which can serve as basis for mutual understanding. This structure of the mind or as Hofstede (1997) calls it’s “software of the mind” or mental program have their origin within the social program in which one grew up, collected one’s life experiences. The programming starts within the family, it continues within the neighbourhood, at school, in youth groups, at the work place and within the living community. A customary term for this mental software is “culture”. Culture is always a collective phenomenon, because it is at least partly shared with people who live or lived within the same social environment,
which is where it was learned. It is the collective programming of the mind which distinguishes the members of one group or category of people from another.

A clear understanding of organizational culture is important for all leaders because it influences the way that their organizations react to the changing demands of the business environment. At any given time, the culture of an organization is strongly influenced by the past successes and past learning’s about how to adapt and survive. As the business environment changes, leaders must constantly anticipate the necessary changes and actively monitor the relationship between the demands of the environment and the capabilities of the organization. (Denison, 1999)

**Social Work Perspective:**

Social work epistemology encompasses preventive, curative as well as developmental perspectives. For organization and management viewpoint it helps in preventing breakdown in the organizational functioning, curing the inherent weakness that plague it and developing the human resources of the organization. Social work professionals play a vital role of a catalyst in the induction of values and formation of basic assumptions that form the core of organizational culture. Social work professional working as human resources experts and personnel manager guide and nurture the employees right from recruitment, induction to their advancement in the organization. They acts as enabler, expert, guide or therapist and help the individuals to solve their problems and function to their full potential. Social work eyes the laissez fare doctrine and believes in proactive intervention and resolution of dispute problems.

Preventive social work aims at preventing the individual and organizational breakdown. At individual level, the social work professional provide counseling to individuals suffering from mental and emotional stress and there by prevent the, from falling prey to stress. At organizational level also the social work professionals act as a counselor and advisor to the top management professional for making. They play a major role in practice of value based management by all cadres of management thought person
meeting, counseling, advice and training his process takes place so as to prevent disorganization. Both at individual and organizational level.

The development perspectives in social work emphasize the need of development of individual, group and organization. The philosophy of social work perpetuates that “an essential attributes of democratic society is the realization of the full potential of individuals and his or her assumptions of social responsibilities through active participation in the society. It is important to understand that if individuals are able to realize their full potentials then they can develop strong system and if the systems are strong the organization will be strong growth oriented. Social work professionals try to achieve the above goals by emphasizing on welfare activities and human resource development. Social work professionals play a vital role in assessing the needs of the employees, especially the training needs and plan programme for them to equip them in doing their work effectively and efficiently. (Gill 1996).

Present study tries to suggest to organisations that by not understanding culture of the company, the most brilliant strategies would be fail. Strategic planning would be executed only when employer and employee’s of an organisation understanding culture of the company which leads to productivity and profitability. Organisational Culture may affect company’s profitability and it acts as subtle control mechanism on employee behavior. Organizational culture of must be binding on all member and staff of the company as this will encourage uniformity among members of the organization and thus enhance commitment and group efficiency. It also helps to develop curricula in the social work education particularly in industrial settings.

Objectives of the study:

- To identify the level of organisational culture, productivity, leadership and organisational effectiveness in industries

- To study association between background variables such as age, educations, category, present experience, total experience, income & type of organisations
and organisational culture, productivity, leadership and organisational effectiveness.

- To study the relationships and associations between organisational culture, productivity, leadership and organisational effectiveness.

- To study comparative analysis between pharmaceutical and textile industry in relations to organisational culture, productivity, leadership and organisational effectiveness.

Variable under study:

Following are the variables under study.

- Independent Variables: Age, Educations, Category, Present Experience, Total Experience, Income and Type of Organisations.

- Dependent Variables: Organisational Culture, Productivity, Leadership, and Organisational Effectiveness

Hypotheses:

Relationships and differences between aforementioned variables were confirmed through testing of hypotheses.

- There are no significant relationships among organisational culture, productivity, leadership and organisational effectiveness.

- There are no significant associations between background variables such as age, education, present experience, total experience, category, income & type of organisations and organisational culture, productivity, leadership & organisational effectiveness.
There are no significant associations between organisational culture, productivity, leadership and organisational effectiveness.

There is non-spurious relationship between organisational culture, productivity, leadership and organisational effectiveness.

There are no significant differences between the means of organisational culture, productivity, leadership and organisational effectiveness scores with respect to background variables such as age, education, present experience, total experience, category, income & type of organisations.

There are no significant differences between the mean scores of organisational culture, productivity, leadership and organisational effectiveness of pharmaceutical and textile industry.

There are no significant differences between the means of organisational culture, productivity, leadership and organisational effectiveness scores with respect to background variables such as age, education, present experience, total experience, category, & income in pharmaceutical and textile industry.

**Research Design**

Present study has adapted Property – Research design. In Property- Disposition Research Design property of respondents that is their background characteristics such as age, educations, category, experience, income etc. are considered as cause variables and its effect on respondent’s dispositions, like their perception, attitude etc is examined. Since the focus of the study is on description of correlations between cause and effect variables it can be also called as descriptive research design too.
Universe

Universe of present study includes employees working in pharmaceutical and textile industries in Gujarat that is 12 companies with 718 employees who are in managerial cadre positions.

Samples & Sampling

Study was delimited to the province and selected industries of Gujarat only. The populations therefore comprised of all pharmaceutical as well as textile industries having 300 or more employee. Accessible populations are 12 companies with 718 employees who are in managerial cadre positions. From the above populations researcher selected middle level managers that are in the grade of officers, executives and managers from industries among that 440 useable questionnaires used in present study. In pharmaceutical industry response of 211 samples were collected and 229 from textile industries. The sample was considered to have sufficient statistical power as according to Fraenkel & Wallen (1993) a sample with a minimum of 10 is essential for descriptive type of studies. The rationale for adopting such sample is further supported by Sudamman (1980) that for a survey research, there may be at least 100 subjects in each major sub groups and 20 to 50 in each minor group whose responses are to be analyzed. Therefore a selection of this sample is quite appropriate. Randomly employee selected having a technique of simple random sampling method that is chit method was used to conduct present study.

Research Settings

The study has been carried out in Gujarat wherein districts covers are Ahmedabad, Gandhinagar Bharuch, Navsari and Vapi. Criteria for selecting companies were progressive financial turnover, employee workforce, significant growth in positive directions and year of existence.
In this study, four instruments were used to collect quantitative data with the help of questionnaire whose details are as under:

1. Organisational Culture
2. Productivity
3. Leadership
4. Organisational Effectiveness

1. Organisational Culture

These instruments were researched and developed by Udai Pareek (2002). This instrument is the most widely used and thoroughly researched tools for measuring organisational culture in Indian context. The OCTAPACE (Openness, Confrontation, Trust, Authenticity, Pro-actions, Autonomy, Collaboration and Experimentations) profile is a 40-item instrument that gives the profile of organisation's ethos in eight values. In part 1, values are stated in items of 1 to 24 where three statements of each of the eight values are given, and the respondent is required to check, on a 4-point scale, how much each item is valued in his organisation. Part 2 contains sixteen statement beliefs, two each for eight values, and the respondent's checks on a 4-point scale how widely case of item shared in organisations. Eight values are as follows:

**Openness**: Openness can be defined as a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness.

**Confrontations**: Referred as facing rather than shying away from problems.

**Trust**: It is reflected in maintaining the confidentiality of information's shared by others and in not misusing it.

**Authenticity**: It is the congruence between what one feels, says and does.

**Proaction**: It means taking the initiative, preplanning and taking preventive actions and calculating the payoffs of an alternative course before taking actions.

**Autonomy**: Referred as using and giving freedom to plan and act in one's own sphere.
Collaborations: Is giving help to and asking for help from others.
Experimenting: Mean using and encouraging innovative approaches to solve problems, using feedback for improving, taking fresh look a things and encouraging creativity.

2. Productivity

This tool constructed by Dr. Satinder Gill (1996) which based on theoretical and empirical research and experience of working in industry. Nine domains covered under the productivity scale and they are:

Job Involvement: It measures extent to which employees plant their work are interested in work and do it smartly, are cost and wastage conscious and minimise the rejections of finished goods.

Learning Attitude: It measures the attitude of employee towards their job assignment, their attitude to learning new things and keeping themselves update with new information's and development and their capability and maturity to manage themselves.

Motivations and Morale: It measures extent to which employee’s moral is high and they are self-motivated, seek monetary and non-monetary incentives, work efficiently and effectively to meet exceed their targets.

Discipline: It measures the extent to which employee do not support indiscipline is regular in attendance and show consistency in behavior.

Team spirit: It measure the extent to which employee are good team members as well as good leaders.

Working Conditions: It measures the extent to which working conditions are ideal in organisation and the employees have the ideal equipments to do their work.

Manpower Utilisations: It measures the extent to which all the employees in the organisations are fully utilized and employed.

Work Methodology: It measures the extent to which the working system and procedures are arranged and spelled out in simple manner.

Job Satisfactions: It measures the extent to which employee are satisfied in their respective jobs.
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3. Leadership

This instrument based on leadership grid model R. Blake and Monton (1964). Dr. Satinder Gill (1996) modified and adopted this tool which is based on literature review and empirical evidence. Nine domains of this tools being presented in Dr. Satinder Gill in his study report.

The impoverished style: In this style, managers have low concern for both people and production. Managers use this style to avoid getting into trouble. The main concern for the manager is not to be held responsible for any mistakes, which results in less innovative decisions.

Task-oriented leadership: Here the leaders put tremendous emphasis on meeting productions deadlines in do or die manner. He handles all activities right from planning, directions to execution and uses his authority to suppress objections and win his points.

Country-club leadership: The leader believes in building relationship with and between individuals, groups and encourages a pleasant atmosphere in organisations. Find solutions by taking opinions and ideas of all concerned. Is committed to people than productions.

Practical leadership: The leader takes a balanced approach to achieve both productivity and good human relations, manipulations, compromises and adjustments are used to resolved conflicts and arrived at solutions.

Team leadership: The leader believes in achieving targets and accomplishing project through a team effort and thus plus emphasis on team spirit. He is open to suggestions and takes decisions after discussion and deliberations with all team members. Encourage participations and believe in confronting conflicts and challenges directly and constructively.

Authoritarian leadership: He expect total obedience of his dictates, is highly self-centered, status-centered and power-centered. Believed in controlling and checking every communication regulated the type of interactions and relationship that should be espoused in the organisations.

Participative leadership: Like team leadership here also the leader encourages participations gives full freedom to employees in decision-making and delegate the authority to them. The difference between participative and team leadership is that the
participative leadership encourages more individual participation and delegates responsibilities to them while the team leadership encourage team spirit and emphasise on working in teams than individuals.

**Nurturant leadership:** The leader takes more of a paternal approach and cares for employees. Believe in taking initiative, guiding and directing the employee in meeting goals. Creates a healthy climate and tries to understand the employee with conscious efforts.

**Authoritative, Participative & Nurturant leadership (A+P+N).** The leader change his leadership style depending on the situations, might be authoritative when the subordinates need to be controlled closely encourages participation when subordinates are mature enough to exercise decision-making authority and is nurturant when subordinate need support in order to develop themselves.

4. Organisational Effectiveness

This instrument constructed by Dr. C.N.Daftur. It includes eleven domains and they are:

**Consensus:** Is the uniformity in perceptions and attitudes of employee regarding standard settings, scheduling and organisational objectives.

**Legitimisation:** It measures the acceptance by the subordinates of the superiors’ right to exercise control.

**Self-control:** It refers to members felt responsibility towards job without managerial control.

**Need for independence:** Quality of person which makes him to think independently about his job problems and to act according to his own judgment and evaluations without much of superior instructor.

**Job involvement:** It is the degree to which a personal goal is identified psychologically with his work or the importance of work in his total self-image.

**Innovations:** It relates how often the person comes up with new creative, ideas to deal with job without anyone’s help.

**Organisational attachment:** It is a feeling of ones and a commitment to say with organisational even in adverse circumstance.
Organisational commitment: It measures how much the respondent's cares for the prosperity of the organisations and how much he is willing to work for this hold.

Job satisfaction: It refers to generally prevalent positive attitude towards various aspects of job.

Job satisfaction (work as whole): It refers to the generally prevalent positive attitude towards one's work as whole.

Job satisfactions (organisation as whole). It refers to the generally prevalent positive attitude towards one's organisations as whole.

Reliability:

Above mentioned research instruments were pre-tested. Reliability test (Spilt-half) were applied on data collected in pre-testing. Coefficients of reliability of the above instruments are presented in the following:

<table>
<thead>
<tr>
<th>Instruments</th>
<th>No. Of items</th>
<th>Reliability</th>
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</thead>
<tbody>
<tr>
<td>Organisational Culture</td>
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<td>.7414</td>
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<tr>
<td>Productivity</td>
<td>25</td>
<td>.9386</td>
</tr>
<tr>
<td>Leadership</td>
<td>37</td>
<td>.9254</td>
</tr>
<tr>
<td>Organisational Effectiveness</td>
<td>35</td>
<td>.8570</td>
</tr>
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</table>

Data Collection Process:

Primary Data for the study was collected through mailed structured questionnaire. To ensure response extensive follow-ups were required. It took almost ten months to collect data from various industries.

Secondary Data sources are Confederation of Indian Industries, Federations of Gujarat Industries, and consultants, digital libraries such as IIM, TISS, and INFLIBNET. Other libraries such as Bhaikaka library, H.M.Library, CASE etc. and Industrial experts.

Reference Period:
The Data has been collected during the period of March 2007 to February 2008.
Data Processing, Analysis and Treatment:

The key variable of the study that is organisational culture, productivity, leadership & organisational effectiveness and background variables such as age, education, present experience, total experience, category, income & type of organisations were quantified in the form of frequency and percentile distributions. The domain of organisational culture, productivity, leadership & organisational effectiveness were also presented in the form of frequency and percentile distributions. The background variables information was used to understand how it affect to key variables that is organisational culture, productivity, leadership & organisational effectiveness through Chi-square test. To explore the relationships between key variables Pearson-Product Moment Correlations technique had been used. Mean differences used to understand comparative analysis between pharmaceutical as well as textile industries was worked out by applying t-test. To determine the difference between the mean scores of three or more groups, Analysis of Variance is the appropriate statistical technique. If there is significance difference between three or more means then Post-HOC test is applied and to narrow down the comparison of means least significant difference has been considered. All data was analyzed with the help of Statistical Package of Social Science (SPSS).

Operational Definitions of Major Terms:

Organisations
A group of people brought together for the purpose of achieving certain objectives. As the basic of an organisation, is the role rather the person in it.

Key Variables
They are variables used as major point of interpretations that is organisational culture, productivity, leadership & organisational effectiveness

Domain
Referred to an components to be covered in key variables
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Organisational Culture
Shared beliefs, values and assumptions that exist in organisations.

Productivity
Achievement of goals by transferring inputs to outputs.

Leadership
The process of supervising and influencing the activities of an individual or a group of individuals towards goal achievement in a given set up.

Organisational Effectiveness
It is the degree to which an organisation realises its goals.

Industrial Organisations
The term means any organisations that are pharmaceuticals and textile industries operating in Gujarat with a defined structure and functions with specified goals.

Limitations of the Study:

Following were the limitations faced by Researcher so as to carry out present study:

1. Initially organisations are ready to be a part of the research study later on while collecting data it is experienced that non-availability and non-response found on the part of industrial organisations.

2. In spite of numerous call and reminders it had been experienced that respondent took large amount of time to complete questionnaire.

3. Generalizations would not be feasible to other industries.

4. Some organisations are not ready to produce outcome based measurement of productivity and effectiveness of last three years hence information carried out on base of employees’ views only and would not be incorporated in study.
Chapterisations:

The study consisted of six chapters and they are:

- Chapter 1 presents the introductions of the study topic, covered up definitions, characteristics, components, models and theories related to it.
- Chapter 2 enumerated methodology used to carry out present study that is significance to the study, objectives, research study, variable covered under study, hypothesis, universe, sample and sampling, tools used for data collections, data collections process, analysis of data and its treatments, limitations and organisations of the study.
- Chapter 3 outlined the different research and review related to organisational culture, productivity, leadership and organisational effectiveness.
- Chapter 4 presented the research settings in which industries profile are being narrated.
- Chapter 5 described the analysis and interpretations of data in form of frequency and percentile distributions. Statistical technique used to explore relationship, understanding associations and mean differences.
- Chapter 6 summarized the study in terms of finding, conclusion, suggestions and plan of action.

Next chapters talks about the review of literature. Empirical studies of various authors are being presented in next chapters.