FINDINGS, CONCLUSIONS
SUGGESTIONS
PLAN OF ACTION
CHAPTER-VI
FINDINGS, CONCLUSIONS, SUGGESTIONS AND
PLAN OF ACTIONS

On the base of data analysis following findings, conclusions and recommendations were drawn for this study.

(A) FINDINGS:

SECTION-I RESPONDENT BACKGROUND PROFILE

¯ From present study it is found that most of the respondents that is 45.9% (n = 202) in the age group in between 33 to 49 years.
¯ Looking to educations profile it is found that majority of respondents say 62.7% (n = 276) did graduations.
¯ Looking to nature of job it is found that majority from technical background that is 66.4% (n = 292).
¯ Experience in present organisations between 7 to 16 years respondent by most of respondents say 44.4% (n = 195).
¯ Total experience say in between 9 to 23 years were responded by most of the respondents 47% (n=28)
¯ Regarding income it is found that most of respondents income falls in category of 16001 to 41000 are 49.3% (n=217).
¯ Majority of respondents that is 52% are from textile industry (n=229) while in pharmaceutical industry say 48% (n =211).

SECTION-II KEY VARIABLE ANALYSIS

¯ With reference to organisational culture it is found that 26.4% (n = 116) perceived low belief whereas 23.9% (n = 105) responded high belief.
¯ In case of productivity, 27.3% (n =120) had low belief while 25% (n = 110) possessed high belief.
While talking about leadership it is found that 25.2% (n=111) perceived low belief while 23.9 % (n = 105) perceived high belief.

Regarding organisational effectiveness it is found that low belief perceived by 27.7 % (n=122) while high belief perceived by 23.6% (n=104).

SECTION – III KEY VARIABLE DOMAIN ANALYSIS

Phase: 1 Organisational Culture domains

- In case of openness culture it is found that 35.5% (n=156) perceived low belief while 10 %( n = 44) perceived high belief.
- Regarding confrontation it is found that 38.2% (n=168) had low belief and very few had high belief say 13.6% (n = 60).
- In case of trust components it is found that 42.7% (n=188) perceived low belief while 11.4% (n =50) perceived high belief.
- Authenticity culture where in it is found that 37.7% (n =166) responded high belief whereas very few say only 10.2% (n =45) responded low belief.
- Talking about proaction organisational culture it was found that high belief perceived by 31.8% (n =140) while low belief perceived by 22.7% (n =100).
- Autonomy culture it is found that 30.9% (n = 136) had low belief while 4.8% (n =21) perceived high belief.
- In case of collaboration it was found that low belief responded by 43.7% (n =192) while only 7.7% (n =34) perceived.
- Experimental culture perceived by 21.1% (n =93) as high belief while 12.3% (n =54) perceived low belief by respondents.

Phase: 2 Productivity domains

- In case of job involvement it was found that 31.8% (n =140) perceived low belief and nearby similar response found in case of high belief say 30.9% (n =136).
- Looking to component of learning attitude it is found that 35.2% (n =155) perceived high belief while 34.1% (n =150) responded low belief.
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♦ It is found that in case of discipline 42% (n = 185) perceived high belief whereas 28.4% (n = 125) responded low belief.

♦ Regarding motivation and morale component it is found that 31.8% (n = 140) perceived high belief whereas 30.2% (n = 133) responded low belief.

♦ Regarding team spirit opinion it is found that 45.7% (n = 201) had low belief towards it and very few that is 14.5% (n = 64) perceived high belief.

♦ About working conditions 45.2% (n = 199) perceived high belief whereas 35% (n = 154) perceived low belief.

♦ In case of manpower utilization it is found that 47.7% (n = 210) perceived high belief whereas 24.1% (n = 106) perceived low belief.

♦ Most of respondent that is 43.4% (n = 191) responded high belief towards work methodology while 38.6% (n = 170) perceived low belief.

♦ In case of job satisfaction it is found that 59.5% (n = 262) perceived high belief while low belief responded by 11.6% (n = 51).

Phase: 3 Leadership domains

♦ Response towards impoverished leadership it is found that 32.3% (n = 142) had high belief whereas 30% (n = 132) perceived low belief.

♦ In case of task-oriented leadership it is found that 33.6% (n = 148) responded high belief while 25% (n = 110) perceived low belief.

♦ Regarding country club leadership it is found that 31.8% (n = 140) responded towards high belief while 26.4% (n = 116) responds towards low belief.

♦ Talking about practical leadership it is found that 34.3% (n = 151) perceived low belief while 28.9% (n = 127) perceived high belief.

♦ Looking to team leadership it is found that 33.6% (n = 148) perceived high belief while low belief perceived by 26.3% (n = 116).

♦ Regarding authoritarian leadership it is found that 30.5% (n = 134) perceived high belief while 26.4% (n = 116) responded towards low belief.

♦ In case of participative leadership 38.2% (n = 168) perceived high belief whereas 35.4% (n = 156) responded towards leadership.
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Talking about nurturant leadership it is also found that 38.2% (n = 168) perceived high belief whereas low belief responded by 26.6% (n = 117).

Towards A+P+N leadership it is found a similar response towards high belief i.e. 28.6% (n = 126) and low belief that is 28.6% (n = 126).

Phase: 4 Organisational Effectiveness domains

In consensus domain 34.8% (n = 153) perceived high belief whereas 33.6% (n = 148) perceived low belief.

Regarding legitimization 28.6% (n = 126) responded towards high belief whereas low belief perceived by 25.9% (n = 114).

About need for independence it is found that low belief respondent by 37% (n = 163) whereas 31.8% (n = 140) perceived high belief.

About self control it is found that 38.9% (n = 171) perceived high belief while 30.7% (n = 135) depict low belief.

In case of job involvement it is found that 34.8% (n = 153) perceived low belief whereas 27.5% (n = 121) responded high belief.

Looking to innovations it is found that 41.6% (n = 183) perceived low belief while 40.2% (n = 177) responded towards high belief.

Regarding organisational commitment it is found that low belief responded by 29.5% (n = 130) while 28% (n = 123) perceived high belief.

In case of organisational attachment it is found that 38.2% (n = 168) responded low belief whereas high belief found in 26.8% (n = 118) perceived high belief.

Looking to job satisfaction it is found that 28.6% (n = 126) perceived low belief whereas high belief found in 26.4% (n = 116).

In case of job satisfaction – work as whole it is found that 51.6% (n = 227) responded high belief whereas 30.4% (n = 134) perceived low belief.

Looking to job satisfaction organisation as whole 48.2% (n = 212) responded towards high belief while 30% (n = 132) perceived low belief.
SECTION – IV COMPARATIVE ANALYSIS OF PHARMACEUTICALS AND TEXTILE INDUSTRIES

† In pharmaceuticals industries the prevalence of organisational culture that is high belief perceived by most of the respondents 38.9 percent (n = 82) whereas in textile industries low perceived by most of the respondents that is 41.5 percent (n = 95)

† In pharmaceuticals industries the prevalence of productivity is high belief perceived by most of the respondents 47.3 percent (n = 100) whereas in textile industries low perceived by most of the respondents that is 43.2 percent (n = 99)

† In pharmaceuticals industries the prevalence of leadership is high belief perceived by most of the respondents 41.3 percent (n = 87) whereas in textile industries low belief perceived by most of the respondents that is 40.6 percent (n = 53)

† In pharmaceuticals industries the prevalence of organisational effectiveness is high belief perceived by most of the respondents 33.1 percent (n = 70) whereas in textile industries low perceived by most of the respondents that is 41.0 percent (n = 94).

SECTION-V CROSS TABULATIONS AMONG INDEPENDENT VARIABLES AND DEPENDENT VARIABLES

Phase: 1 Cross Tabulations between Personal Variables and Key Variables

(A) Organisational Culture

† Whose age is less than 32 years perceived high organisational culture say 31% (n = 39) while whose age group lies in between 33 to 49 years 24.8% (n = 50) perceived low organisational culture. Non-significant association found between age and organisational culture p.089.

† High belief found those respondents who did post graduations say 26.9% (n = 43) whereas 30.4% (n=84) perceived low belief by those who studied up to graduations. There is a significant association found between educations and organisational
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- Technical group responded high belief towards organisational culture say 28.1% (n = 82) while low belief found in non-technical group that 33.1% (n = 49). Significant associations found that p value .005 and fairly weak contingency coefficient .152.

- Whose present experience lies in between 7 to 16 years responded low belief 29.7% (n = 58) while whose experience lies in between less than 6 years say 32.3% (n = 42) perceived high belief. It is found that there is significant associations p.014 and contingency coefficient = .0167.

- Total experience less than 8 years perceived high organisational culture i.e. 31% (n =36). Low belief perceptions towards organisational effectiveness found among these whose experience lies in between 9 to 23 years i.e. 26.4% (n=55). Associations found to be non-significant p = .114

- Income says below 16000 and in between 16000 to 41000 perceived low belief i.e. 29.8% (n = 34) and 28.6 % (n = 62) whereas whose income is more than 41000 perceived high belief i.e. 30.3% (n = 33) low belief. No significant associations found that is p = .127.

- In Pharmaceutical industries respondent perceived high belief regarding organisational culture say 38.9% (n = 82) while in textile industries respondent perceived low belief i.e. 41.5 % (n = 95). Significant associations found that is p.000 and associations fairly weak according to contingency coefficient value 0.392.

(B) Productivity

- Less than 32 years i.e. 34.1% (n = 43) responded high belief whereas 33 to 49 year say 27.7% (n=56) perceived low. Significant associations found that is p .034 and associations fairly weak according to contingency coefficient value .152.

- Graduate degree holder perceived low belief i.e. 33.0% (n =91) while post graduate degree holder 35.0% (n =56) responded high belief. A significant association found
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that is p.000 and associations fairly moderate one according to contingency coefficient value .213.

Technical group towards productivity perceived high belief i.e. 29.8% (n = 87) whereas non-technical group perceived low i.e. 33.8% (n=50). Significant associations found that is p value .003 and fairly weak one association as contingency coefficient value .162.

Low belief in case of productivity by those whose experience in present organisations say in between 7 to 16 years i.e. 36.9% (n =72) while high belief responded by those whose experience in present organisations less than 6 years i.e. 36.2% (n = 47), p.000 value indicate significant associations and fairly moderate associations found as contingency coefficient value .025 indicate.

Whose total experience in present as well as other organisations less than 8 years responded high belief 36.2 % ( n = 42) whereas whose experience lies in between 9 to 23 years perceived low belief that is 30.8% (n = 64). Significant associations found i.e. p.010 and contingency coefficient value 0.172 indicate an association is fairly weak one.

Who draw income more than 41000 perceived high belief i.e. 32.1% (n = 35) whereas whose income is less than 16000 perceived low belief i.e. 35.1% (n = 40). Significant associations found p.025 but such associations fairly weak as contingency coefficient value indicate that is 0.157.

High belief regarding productivity i.e. 47.4 % (n = 100) in pharmaceutical while low belief perceived in textile industries say 43.2% (n=99). Significant associations found that is p.000 and contingency coefficient value is 0.475 which indicates moderate associations.

(C) Leadership

Whose age is more than 50 years perceived low belief i.e. 34.8% (n =39) whereas whose age is less than 32 years perceived high belief regarding leadership that is 41.3 (n = 52). Age and leadership found to be significant associated p.000. Contingency coefficients indicate 0.29 fairly moderate associations.
Graduate degree holder perceived low belief i.e. 28.3% (n = 78) whereas post graduate degree holder say 30% (n = 48) perceived high belief. Value p.066 indicates no significant associations.

Non-Technical group that is 32.4% (n = 48) perceived low belief whereas technical group responded high belief i.e. 30.1% (n = 88). Significant associations found that p = .000 but such associations weak as contingency coefficient value is .209.

Low belief responded by those whose present experience lies in between 7 to 16 years say 31.3% (n = 61). Less than 6 years perceived high belief that is 43.8% (n = 57). Significant associations found p.000 while moderate associations found indicate by contingency coefficient value 0.31.

More than 24 years as total experience perceived by low belief i.e. 27.6% (n = 32) while high belief perceived by those whose total experience is less than 8 years i.e. 39.7% (n = 46). Significant associations found p.000 and fairly moderate association found as contingency coefficient value indicates 0.252.

Income less than 16000 per month perceived low belief i.e. 36.8% (n = 42) whereas high belief responded by those whose income in between 16001 to 41000 i.e. 25.3% (n = 55). There is significant associations found p.002 and fairly weak associations as contingency coefficient value 0.193 indicate.

Low belief perceived by 40.6% (n = 93) from textile industries while 41.2% (n = 87) perceived high belief towards leadership. Associations found to be significant that is p.000 while such associations are moderate as value .423 indicate.

(D) Organisational Effectiveness

More than 50 years perceived low belief i.e. 32.1% (n = 36) while less than 32 years perceived high belief i.e. 30.2% (n = 38). No significant associations found i.e. p.193.

Post graduate degree holder perceived high belief say 36.9% (n = 59) whereas graduate degree holder perceived low 33% (n = 91). Significant associations found p.000 and moderate associations as value of contingency coefficient indicate .269.
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- Non-technical group perceived low belief say 35.8% (n = 53) while technical group perceived high belief say 27.1% (n = 79). Looking to p.008 value support significant associations and its moderate one that is contingency coefficient value is .269.

- Present experience 17 years and above perceived high belief i.e. 27.8% (n = 32) whereas low belief found among those whose present experience lies in between 7 to 16 years i.e. 32.8% (n = 64). Significant associations found p.036 and value of contingency coefficient 0.151 which indicate weak associations.

- Low belief perceived by those whose total experience of service in between 9 to 23 years 29.3 (n = 61) whereas whose experience less than 8 years perceived high belief i.e. 30.2% (n = 35). Non-significant associations found that is p = .347.

- Income more than 41000 per month perceived high belief i.e. 31.2% (n = 34) whereas low belief perceived by those whose income less than 16000 i.e. 36.8% (n = 42). p.004 indicates significant associations and value of contingency coefficient value 0.183 indicate fairly weak associations.

- In textile industries low belief responses towards organisational effectiveness found i.e. 41% (n = 94) while in pharmaceutical setting high belief respond found i.e. 33.2% (n = 70). p.000 indicates significant association while contingency coefficient value indicate moderate one that is 0.314.

Phase: 2 Cross Tabulations between Key Variables

- Regarding organisational culture and productivity it is found that those who perceived high organisational culture also perceived high productivity i.e. 56.2% (n = 59). Those who perceived low productivity also low organisational culture i.e. 69% (n = 80). Significant associations' p.000 found and such relationship is moderate one as contingency coefficient value indicates 0.549.

- Regarding leadership it is found that those who perceived high organisational culture also perceived high leadership 49.5% (n = 52). Also found that those who perceived low leadership also perceived low organisational culture i.e. 49.1% (n = 57). p.000 value indicate a significant associations and contingency coefficient value indicate 0.425 indicate moderate one.
Talking about organisational effectiveness it is found that those who perceived high organisational culture also perceived high organisational effectiveness say 51.4% (n = 54). Similarly those who perceived low organisational effectiveness also perceived low organisational culture say 52.6% (n = 61). Significant associations found p.000 and contingency coefficient value .425 indicates moderate associations.

SECTION-VI EFFECT OF ORGANISATIONAL CULTURE ON REMAIN KEY VARIABLES BY CONTROLLING OTHER VARIABLES

Looking to organisational culture and productivity while controlling third variable leadership it is found that associations between organisational culture and productivity is not accounted for third variable leadership. This inference supported by value of p.000.

By controlling third variable organisational effectiveness in case of organisational culture and productivity it is found that organisational effectiveness is not accounted for and is statistically significant as p value is .000.

In case of organisational culture and leadership by controlling third variables organisational effectiveness it is found that organisational culture and leadership is unchanged in low p.000 and moderate p.000 while changed in high category p.071.

Organisational culture and leadership is unchanged by third variables productivity in its moderate category p.009 while in low p.320 and high p.084 category leadership changed.

Organisational culture and organisational effectiveness is changed by third variable productivity when it is high p.0153 and low p.120. And found to be unchanged when productivity in its moderate category i.e. p.000.

Organisational culture and organisational effectiveness is unchanged by third variable leadership in its first two categories that is low p.000 and medium p.000 and such associations changed when leadership is high i.e. p.628.
SECTION VII  SIMULTANEOUS EFFECT BETWEEN KEY VARIABLES.

- There is significant correlations p.000 between organisational culture & productivity .695, organisational culture & leadership .438 and organisational culture & organisation effectiveness .466.
- 48.3% of the variance in productivity could be predicted from organisational culture.
- 19.2% the variance in leadership could be predicted from organisational culture.
- 21.7% of the variance in organisational effectiveness could be predicted from organisational culture.

SECTION VIII  EFFECTIVENESS OF MEAN SCORES BETWEEN PHARMACEUTICALS AND TEXTILE INDUSTRIES

- Variations found in both pharmaceuticals as well as textile industries with reference to organisational culture that is t-value is 10.637 having 438 degree of freedom this gives probability of .000.
- Looking to productivity it is found that in pharmaceuticals average productivity greater compared to textile industries. And it’s supported by p. = .000 and t-value is 13.329.
- In case of leadership in pharmaceutical industries high leadership found compared to textile industries and such inferences being supported by t- value is 11.752 with 438 degree of freedom this gives a probability of .000, which is less than significance level of 0.05.
- Talking about organisational effectiveness it is found that in pharmaceuticals effectiveness found to be more that is t = 7.971 and p.000.

SECTION IX  MEANS DIFFERENCE BETWEEN INDEPENDENT VARIABLES AND DEPENDENT VARIABLES

- Looking to homogeneity of variance in case of age and organisational culture it is found that there is not significance (.634), significant in productivity (.001),
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significance in leadership (.001) and non-significant in organisational effectiveness (.181). While in mean difference it is found non-significant in organisational culture (.919), significance in productivity (.024), significant in leadership (.000) and in organisational effectiveness also found significant (.001).

In Post-HOC test mean difference in group that is less than 32 years and more than 50 years (.026) in productivity also same age group in leadership (.000) and organisational effectiveness (.001), also between 33 to 49 years and more than 50 years (.000) in leadership (.000), organisational effectiveness (.002).

In educations and organisational culture there is significant difference found in variance (.034) and mean (.000), in productivity and leadership variance are non-significant difference found that is (.607) and (.198) but significant difference in mean (.000) and (.000). In case of organisational effectiveness significant differences found in variance (.032) and mean (.000).

Post - HOC test displayed that educations group wherein significant difference found in post-graduate and graduate in organisational culture (.002), productivity (.000), leadership (.000) and organisational effectiveness (.000). Significant difference also found in organisational culture in PhD holders and graduate (.000) and post graduate holders (.001).

Looking to present experience and organisational culture non-significant difference found (.241) while means are significant (.026), productivity variance (.000) and means (.000) significant, leadership variance (.015) and means (.000) significant and in organisational effectiveness there is non-significant in variance (.353) but significant in means (.012).

In Post-HOC test in case of less than 6 years and between 7 to 16 years significant difference found with reference to productivity (.001), leadership (.000) and organisational effectiveness (.004), between 7 to 16 years and 17 years and above significant difference found in organisational culture (.009) and productivity (.009).

Talking about total experience and organisational culture and effectiveness there is non-significant difference found in variance (.809) and (.472) and means
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(.839) and (.078) as well. Looking to productivity and leadership variance (.000) and (.000) and means (.037) and (.000) are significant.

In Post-hoc test significant difference found in less than 8 years and between 9 to 23 years and 24 years and above in productivity (.023), leadership (.008) and also in leadership it found significant difference found between 24 years and above and between 9 to 23 years (.000).

In income and organisational culture and effectiveness variance are not significant differ (.921) and (.165) but means do differ (.004) and (.000) while in productivity and leadership variance (.033) and (.000) and means (.019) and (.009) significantly differ.

Looking to Post HOC test there is significant difference found in between less than 16000 to 41001 and above in organisational culture (.021), productivity (.013), leadership (.024) and organisational effectiveness (.000) and also 16001 to 41001 and in organisational culture (.001).

With reference to technical and non-technical group variance are significantly do not differ in organisational culture (.434), productivity (.174) and organisational effectiveness (.205) but t-test p value differ in organisational culture (.008), productivity (.000) and organisational effectiveness (.001) whereas in leadership significant difference found in variance (.031) and mean (.000).

In pharmaceutical sectors, in case of organisational culture, productivity and organisational effectiveness variance and means significantly do not differ (.987), (.060) and (.192), (.828) (.139) and (.089) while in case of leadership variance and mean do differ say (.048) and (.000). In textile industries variance do not differ in productivity (.359), organisational effectiveness (.059) and mean (.099) and (.164) while in organisational culture and leadership variance do not differ (.798) and (.369) but means do differ (.046) and (.008).

Looking to Post HOC test in pharmaceutical settings in case of leadership significant difference found in age group of less than 32 years and between 33 years to 49 years (.013) and more than 50 years (.000). In textile industries in case of organisational culture less than 32 years and more than 50 years (.014). While
in leadership between 33 to 49 years and more than 50 years significant difference found (.002).

In case of present experience and organisational culture (.930), productivity (.060) and organisational effectiveness (.141) whereas variance do not differ and also mean is not significant difference in organisational culture (.144) and organisational effectiveness (.416) while productivity do differ in variance (.000) and means (.040), looking to leadership it is found variance (.003) and mean (.000) significant difference found.

In Post HOC test it is found that there is mean difference found in case of productivity (.013) and leadership (.001), less than 6 years and between 7 to 16 years in pharmaceuticals. Whereas in textile industries in case of organisational culture (.018) and productivity (.004) mean difference found between 7 to 16 years and 17 years and above.

Talking about total experience in pharmaceuticals settings it is found that in case of organisational culture and effectiveness the variance and means do not differ (.162) & (.082) and (.601) & (.624). About productivity variance differ (.010) but means do not (.223) while in case of leadership both are differ that is variance (.001) and means (.000) while in textile settings it is found variance and means do not differ in case of organisational culture (.872 & .390), productivity (.079 & .307), leadership (.190 & .291) and organisational effectiveness (.718 & .703).

In Post HOC test in leadership group it is found that mean difference found between less than 8 years and between 9 to 23 years (.013) and above 24 years (.000).

In pharmaceuticals settings in case of income and organisational culture no significant difference found in variance (.836) and mean (.099), in productivity variance differ (.000) but not mean (.702), leadership variance and mean differ (.000) and (.003) while organisational effectiveness variance do not differ (.892) and means (.034). In textile industries it is found that organisational culture and productivity variance and means significantly do not differ (.769) & (3.88) and
Findings Conclusions, Suggestions and Plan of Action (.746 & .296), leadership variance do not significant differ (.755) but means are (.000) while in case of organisational effectiveness both means and variance differ (.000).

In Post HOC test in pharmaceutical settings it is found that in leadership group significant difference found between 41001 and above (.002), in case of organisational effectiveness less than 16000 to 16001 to 41000 significant differ (.016). In textiles between less than 16000 and 16001 to 41000, and 41001 and above (.000) in case of leadership while organisational effectiveness significant difference found in less than 16000 to 16001 to 41000 (.001) and 41001 and above (.002).

With reference to technical group and non-technical group in case of organisational culture (.024) significant difference found and p value (.003). In productivity variance (.013) significant and also p-value (.000), leadership variance not significant (.795) and p-value significant (.002) and organisational effectiveness variance not significant (.088) while p-value significant (.000). Whereas textile industries in case of organisational culture (.921, .718), productivity (.640, .650), leadership (.948, .798) and organisational effectiveness (.059, .615) variance and p-value not significant.
(B) CONCLUSIONS:

Till now company’s leadership, system, vision and mission considered at important parameters but as times goes on apart from these parameters company’s culture also play a prominent role. (Sandesh, 2008). Organisational culture has long been regarded as a critical means for firms to integrate internal processes and to adapt to external environmental conditions (Denison and Mishra, 1995; Schein, 1990).

At the core of every culture is a set of well-defined values and beliefs that guide the definition of the behaviors, systems and practices that are required to achieve the business goals. High performance organizations are diligent about living their values. They are vigilant about preserving their core values while being open to adjusting behaviors, systems and practices to meet current business needs and strategies. Organizations need to be explicit in defining the culture required to achieve its business goals. The defined culture must then be aligned to the organization's business strategies to support the achievement of business goals.

Crux of the present study demonstrated that an understanding of organisational culture is important because no organisation can operate in isolation to its cultural environment. In other words, organisations are social systems that must be inevitably operating to survive. Deal and Kennedy (1982) argue that culture is the single most important factor accounting for success or failure in organizations. They identified four key dimensions of culture: values – the beliefs that lie at the heart of the corporate culture, heroes – the people who embody values, rites and rituals – routines of interaction that have strong symbolic qualities, the culture network – the informal communication system or hidden hierarchy of power in the organization.

Evidence of study revealed that whose age is less than 32 years perceived high organisational culture, productivity, leadership and organisational effectiveness. Looking to significant associations study demonstrated that age and productivity & leadership
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Findings

Significantly associated while no significant associations found between age and organisational culture & organisational effectiveness.

Educations and organisational culture, productivity, leadership and organisational effectiveness revealed significant associations.

Study demonstrated that category that is technical and non-technical group significantly associated with organisational culture, productivity, leadership and organisational effectiveness. But leadership does not associated significantly.

Study revealed significantly associations between present experience and organisational culture, productivity, leadership and organisational effectiveness.

Total experience in present and other organisation revealed significant associations between productivity and leadership. And non-significant found with reference to organisational culture and organisational effectiveness.

Results of the present study indicated that perceptions towards organisational culture productivity, leadership and organisational effectiveness found to be high and low as well.

Evidence of study revealed that non-significant associations between income and organisational culture and significant association between productivity, leadership and organisational effectiveness.

Finding of the study revealed that there is a significant association between type of organisations and organisation culture, productivity, leadership and organisational effectiveness.

Organisational culture and productivity, leadership & organisational effectiveness are significantly associated. Beyer (1988) on the basis of his research work supports the assumption that strong culture lead to higher performance. Schein (1985) also support the same point of view on the basis of his work on organisational culture that strong
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culture cause strong performance, yet reverse is known to occur too that is strong performance can help to create strong culture Erez and Early (1983) have also argued for the impact of culture on leadership style and employee behavior. They suggested that cultural norms help shape the managers and employees psychological experience of self-identity and help to generate the criteria that are used to assess a manager’s performance.

There was non-spurious relationship between organisational culture and productivity. Leadership and organisational effectiveness is not accounted for such relationship.

It can be concluded that organisational culture and leadership is changed by third variables organisational effectiveness when it is high and productivity when it is low and high as well. Organizational culture has been argued as one of the most powerful and stable forces operating in organizations and can influence a firm’s leadership, decision making, performance, internal development, and, strategic development for the twenty-first century (Howard 1998; Quinn et.al 1991; Schein 1996). As such, having knowledge and understanding the dynamics (tangible and intangible) of an organization’s culture and sub-culture make-up is critical for the twenty-first century and can be a guiding principle for what strategy, leadership theory or leadership style to enact for successful results.

The result of the present study provide with a view of Indian business leaders on the cusp of some major changes in the way they lead and work generally.

In case of organisational culture and organisational effectiveness it can be concluded that it do effect by third variable productivity when it is low and high. And with reference to leadership it is found that it doesn’t bring any change when it is low or medium category but do bring change in high category. In the view of Denison (1995) role of leader is key to success or failure of an organisations. His or her role is not less than founder, who starts the socialization process, as leader is to implement, in creating a true sense of desired culture. It is therefore necessary that an organisation’s leaders have to commit to a systematic, organisation-wide approach to a cultural change. Such efforts help to achieve individual as well as organisational performance.
Significant correlations found between organisational culture and productivity, leadership and organisational effectiveness. Much of the research in the area of organisational culture supports the view that a positive correlation exists between organisational culture and organisational effectiveness. In other words, organisational effectiveness varies by type of organisational culture (see Ouchi, 1981; Deal and Kennedy, 1982; Denison, 1984; Kilmann et al., 1985). According to Denison (1990), the impact of organisational culture on organisational effectiveness can be examined from three interrelated aspects: direction, pervasiveness and strength.

Study depicted that amount of variance of organisational culture and productivity, organisational effectiveness and leadership had more in common. Positive organizational cultures have been linked to increased staff alignment, resulting in enhanced organisational effectiveness, heightened consensus regarding strategic direction, increased employee productivity, and advanced levels of employee commitment (Barney, 1986). Avolio et al. (1991) stated that organisational culture holds the key to increased commitment, productivity, and profitability.

Result of the study demonstrated that in pharmaceuticals industry high perceptions towards organisation culture, productivity, leadership and organisational effectiveness compared to textile industry where perceptions found to be low. This is in conformity with the viewpoint of Cameron & Quinn, (1999) who narrated that the reason organizational culture was ignored as an important factor in accounting for organisational performance is that it refers to the taken-for-granted values, underlying assumptions, expectations, and definitions present in an organisation. It represents "how things are around here." It reflects the prevailing ideology that people carry inside their heads. It conveys a sense of identity to employees, provides unwritten and, often, unspoken guidelines for how to get along in the organization, and enhances the stability of the social system that they experience. Unfortunately, people are unaware of their culture until it is challenged, until they experience a new culture, or until it is made overt and explicit through, for example, a framework or model. This is why culture was ignored for so long by managers and scholars.
Finding Conclusions, Suggestions and Plan of Action

It is important on the part of both the industries particularly textile industries, that company take on board the linkage among organisational culture, productivity, leadership and organisational effectiveness. Such initiative helps organisations to achieve organisations as well as employee goals.

Present study yet to determine conclusively the directions of leadership and cultural exchange. Researcher firmly believe that relationship is reciprocal and both construct grow out of each other (Sarros et.all. 2001)

Such study provides insight in to similarities and difference cultural profiles particularly when organisations merger and takeover are proposed.

It also helps organisations to identify targets for organisational change in order to survive, adapt and prosper in turbulent times.

Further it can also be concluded that those respondents whose age is less say than 32 years perceived productivity, leadership and organisational effectiveness perceived positive feelings compared to those who age belongs to more than 50 years.

With reference to educations it can be concluded that those who are PhD holders as well as postgraduate perceived positive organisational culture, productivity, leadership and organisational effectiveness.

Looking to service factor it can be concluded that whose experience in present organisations is more than 17 years and above perceived positive organisational culture compared to whose present experience falls in less than 6 years and between 7 to 16 years. While whose experience found to be less than 6 years perceived positive productivity factor compared to between 7 to 16 years of experience and more than 17 years of experience. In case of leadership it can be concluded that less than 6 years perceived positive factor compared to between 7 to 16 years of experience and more than 17 years of experience. While in organisational effectiveness it is found that positive perceptions perceived by whose experience is less than 6 years as well as between 7 to 16 years.
In Total experience it can be concluded that whose total experience is less than 8 years found to be positive perceptions towards productivity as well as leadership. Talking about Income factors it can be concluded that those who draw less than 16000 perceived low organisational culture, productivity, leadership and organisational effectiveness compared to those who draw more than 41001 and above. Technical group perceived positive organisational culture, productivity, leadership and organisational effectiveness compared to non-technical group.

In Pharmaceutical settings it can be concluded that in case of leadership less than 32 years found to be more positive perceptions compared to between 7 to 16 years of experience and more than 17 years of experience. Those present experience is less than 6 years responded positive perceptions towards productivity and leadership compared to 7 to 16 years as well as 17 years and above. Whose total experience within as well as outside organisations that is less than 8 years perceived positive leadership compared to 9 to 23 years as well as 24 years and above. In income group it can be concluded that those who draw in between 16001 to 41000 perceived positive response towards leadership as well as organisational effectiveness.

While in Textile sectors study revealed that those age in between 33- 49 years found to be more positive factors towards organisational culture and leadership. Those present experience more than 17 years and above perceived positive organisational culture compared to less than 6 years and between 7 to 16 years, whereas whose experience is less than 6 years found to be more productive compared to 7 to 16 years as well as 17 years and above. Also in income group it can be concluded that those who draw in between 16001 to 41000 perceived positive response towards leadership as well as organisational effectiveness.

In both sectors it is found that technical group perceived positive organisational culture, productivity, leadership and organisational effectiveness compared to non-technical group.
Organisational culture as the critical foundation which shapes the way that the work of the organization gets done (established through goals, plans, measures, and rewards) and the infrastructure (systems, process and structures) gets utilized. Aligning organizational culture with strategy is a powerful means for gaining competitive advantage and industry or sector leadership. Organizations that seek leadership and sustainability make the choice for culture by design, not default.

Organisational culture has its foundation in the concepts of group norms and has become a driving force in attempts to move an organisation toward change and development. The concept of organisational culture has at its root a system of core values and beliefs about people and work which are shared and are hypothesized to guide and shape managerial and organisational behavior. Followings are recommendations for the present study in the light of findings and conclusions:

♦ Organizations needed to be explicit to its entire employees about the culture of the company which required achieving its business goal. For this it's needed that organisation gives maximum attentions to organisational socialization process during induction training program.

♦ Its needed that leadership should be integrated in to the organisational culture with its fingertips in every aspects of the business for this mechanism to be follow by an organisation that is casual coaching, open-door policy and helping hand policy etc.

♦ Needed to acknowledge on the part of organisations the value of internal – oriented culture so that job satisfaction among employee which help to lead more productivity.

♦ Trusting environment needed to foster in an organisation hence employee autonomy and trust establishment must be there which ultimately helps to achieve high-quality outcomes for the organisation. Because establishing a climate of trust
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is important for allowing employee to contribute their best efforts to achieving organisational effectiveness.

- Organisations should work upon mobilizing and applying an array of assets and talent both inside and outside the organisation.

- Focused on training program that is on leadership development. Four models of leadership programme should be work upon that is modeling, path-finding, aligning and empowering. Modeling means behaviors matches with espoused values, path-finding is the process of marking the way between key customer and other stakeholder needs and a mission and strategy. Aligning is the process of diagnosing current performance, designing for higher performance and then delivering the design intent so that it may effect on result. Empowerment culture is needed to be focus so that employee understands realistic mission and vision.

- Rewards and sanctions should be instituted for high achievers and underperformers respectively, to ensure efficiency and effectiveness.

- A team-management approach to leadership should be adopted to replace the boss-subordinate approach.

- Organizing employee in quality circles culture, which are designed to identify improvements in work processes and activities, this leads to improve productivity.

- Help individual in an organisation to improve their personal productivity through training and technology. Conducive environment is needed to enhance in productivity.

- Etic and emic of leadership, organisational culture and organisational effectiveness, needed to focus by an organisations.

- Industries should work upon a high engagement work environment that attracts, motivates and retains top talent.

- Organisations should provide a safe environment for employees to feel free to talk about what they are experiencing.

- Culture risk assessments survey must be undertaken by organisations through senior leaders or managers on timely basis. Such exercise helps senior leaders or
managers to prioritize interventions so as to solidify and sustain culture in order to achieve desired level of productivity and organisational effectiveness.

- Needed on part of organisations to go for detailed evaluations of organisational cultural, productivity, leadership and organisational effectiveness for diagnostic purpose. Such activities stimulate worthwhile discussions among members and build understanding of values that underpins organisational cultural, productivity, leadership and organisational effectiveness profile. In additions organisational cultural, productivity, leadership and organisational effectiveness profiles of division, department and team within organisational should be evaluated and compared with ratings of organisation as whole.

- Certain areas of improvement needed to look on by companies so as to increase productivity and they are organisational integrations, organisational clarity, and decision-making structure, relationship of management style to culture, organisational vitality and compensations.

- Organisational Productivity Improvement it is needed to focus or refocus on management by objectives (MBO), zero-based budgeting (ZBB), total quality management (TQM), business process reengineering (BPR), activity-based management (ABM), management by project (MBP), team-based management (TBM), etc.

- Company should work and look upon sub-cultures which helps an employee to assimilate with organisational culture.

**Recommendations for further research:**

- Such studies needed to be carry out with top management as they are decision-maker in organisations.

- Study may be extended to other industries such as engineering, steel and chemicals etc.

- Study may be conduct by relating actual productivity ratio or quantification data of last three or five years of the company with organisational culture, leadership
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and organisational effectiveness. Simultaneously account of profit and loss of last three or five years of the company could be considered.

Study may be undertaken at different branch of the same company so as to know regions affect the culture of company.
PLAN OF ACTIONS

On the basis of findings, conclusions and suggestions followings are the action plan to be followed by industries for the enhancement of organisational culture, productivity, leadership and organisational effectiveness.

A company's culture is its long-term competitive advantage. Its beliefs, behaviors and assumptions exert a powerful influence on how the company operates. A strong corporate culture will assist in attracting talented people and retaining them. It also creates an environment that enables those talented people to realize their full potential. Turbulent times require new kinds of conversations with groups of leaders and employees to set a path for shaping culture for future needs.

Researcher showed some practical path on the base of theoretical literature and various consultants and company’s experience. Culture change plans will become a powerful component of an organization’s success, laying the tracks for strategy to roll out on. It is the foundation for profit, productivity and progress. This plans to be worked as regular training program in organisations. These plans are divided in to three phase. First one is Discover Phase wherein needed to work upon prepare the executive team for their role in culture change, interpret founding values, engage organization members in describing an aspired to culture, identify the culture patterns required to deliver strategy, the aspired to culture, assess the strength of these culture patterns and identify opportunity areas, identify culture fit priorities for system-wide action and at the regional, departmental and/or functional level, discussed the phase of organisational development with employees. Second one is Focus Phase. Over here needed on part of employees’ to work on actions-oriented activities to each department and sub-department in organisations. Activities are cultural alignment through communications and engagement, work upon plans of action so as to address priority opportunity with efficiency, involve stakeholders and create feedback loops as part of culture measurement system to assess progress. Last phase is about Capacity Buildings, for this it is required to build leadership capacity to live the aspired to culture, achieve senior leaders’ leadership congruence, actively work
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on six sigma and return on investment for practice and behaviors of organisational members.

Employee training program become platform not only to induction employee but permanent, experience and senior employee and they are assessment of current culture, articulation of desired future culture and cultural change planning and implementations.

In nutshell there is no uniform cultural strategy process. Base of academic and practitioner experiences there is utmost important to define their core, competitive and performance values, build processes to ensure active support and commitment to the organisational values, establish learning organisation to foster individual, collective and organisational growth and lastly strategically prepare for and support the integration of cultures during merger and acquisitions.

Apart from phase it is strongly needed that just like performance appraisal system, the organisations culture assessment also take place on monthly or quarterly basis. This helps organisations to work employee as well as organisational diagnostic process. This greatly impact on to sustain organisational culture, enhance productivity, empower leadership and lead on organisational effectiveness.

Approaches the Industrial Social Worker has to follows are curator, developmental and preventive for this social work should work on Mezzo, Micro and Macro. Mechanism would be human resource function viz., managerial and operative.