CHAPTER I

INTRODUCTION
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INTRODUCTION

It is really a tough, challenging and complex task to develop, to have and to run an organisation with optimal degree of effectiveness, as organisational effectiveness is a multivariate concept. It calls for a climate in the organisation where employees have a feeling of good quality of work life and industrial harmony is ensured. Along with this the organisation must be highly sensitive to the changing environment in and around itself. How quickly it responds to the change-needs and with what degree will decide its competitive performance as such, its effectiveness to a high extent. Of all the variables that tell upon organisational effectiveness, industrial relations atmosphere in the organisation plays most critical role. Healthy industrial relations is a sine-qua-non for organisation effectiveness. It is a delicate and complex issue to attain healthy industrial relations in any organisation. The simple reason is
human element which is characterised by differing motives, values, perceptions and aspirations etc. The task is, no doubt difficult but it is not unattainable at least to a satisfactory level which may be congenial to effective performance by the organisation. The problem assumes unmanageable dimension when serious thought and continuous attention is not given to it. So what is needed is preventive or remedial measure in the form of continuous check on industrial relations and its likely impact on organisational effectiveness. It may be fatal to the organisation to wait and see till sign of disruption appears and to act only when there is a problem of industrial relations. This will be just like digging a pond when the house has already caught fire.

An understanding as to what an organisational effectiveness means, the concept of organisational diagnosis is of immense significance. It emphasises characterisation of health and effectiveness of an organisation in terms of different parameters some of these relate to industrial relations atmosphere in the
organisation. Characterisation of industrial relations climate is a nucleus factor for developing an effective organisation. This can be done by a close and constant peep into the matter so as to gain a real insight into the overall industrial relations atmosphere, its strengths and weaknesses and its capacity to assimilate the changes with maximum benefit and with no dislocation - physical and emotional. This introspection can be useful in formulating strategies and recommendations for the development of effective organisation.

It is the above aim in view which prompted the researcher to take up the study to examine the industrial relations atmosphere vis-a-vis organisational effectiveness in two leading public sector undertaking of Manipur namely Manipur Electronics Development Corporation Ltd. (M.E.D.C) and Manipur Spinning Mills Corporation Ltd. (M.S.M.C.)

Objectives of the study

The central objective of the study is to
examine the impact of industrial relations atmosphere in the units under study on their organisational effectiveness and to explore the ways and means to improve industrial relations atmosphere for better organisational effectiveness.

In order to serve the above objective the intent of the study has been to diagnose the industrial relations atmosphere in two public sector undertakings of Manipur i.e. Manipur Electronics Development Corporation Ltd. and Manipur Spinning Mills Corporation Ltd.

Obviously, it has sought:

1. To assess industrial relations climate within these units and study the impact of external environment thereon.

2. To examine the perception of industrial relations climate in these organisations by the employees of all ranks and file, of course, separately.

3. To locate the training and development needs
that may be conducive to healthy industrial relations climate in these units.

4. To make qualitative assessment and characterisation of industrial relations atmosphere and effectiveness in the units and also to suggest, if necessary, measures to improve it.

5. To identify the strengths and weaknesses of the organisational culture of these units in order to assess their capacity to withstand the turbulent situation of industrial relations.

A Glance over M.E.D.C. and M.S.M.C.

M.E.D.C.

Realising the high necessity of electronics development in the State, the government of Manipur have identified electronics as a thrust area for the industrialisation of the state. Apart from the above condition, the salubrious climate of Manipur, its dust free atmosphere, mannnual dexterity of its people and the transport bottleneck are extremely favourable to the high-value-low-volume nature of electronics industries.
Depending upon the above mentioned factors and the employment potentials "Manipur Electronics Development Corporation Ltd." (M.E.D.C.) popularly known as MANITRON was registered under the registration number 2683 on 28th April 1987. The corporation came into existence in July 1987.

The corporation is under the supervision of the Board of Directors. The Managing Director is the Chief Executive authority of the corporation.

The duties and responsibilities of the entire corporation are allocated to the heads of different departments under the direct supervision of General Manager.

The corporation includes Administrative department, Production department, Sales department, Accounts department, Telecom department (under diversification) and Stores and purchase department.

The existing manpower of M.E.D.C. by December 1992 was 90 out of which 10 of them were officers/managers, 10 were supervisors, 56 were workers
and 14 were staff members.

The organisation Chart No. 1.1 shows the division of different sections in M.E.D.C.

The manufacturing of T.V. sets (B/W & Colour) and trading of office automatic equipment as a model agent for the Government Departments have been the two major activities of M.E.D.C. The corporation has successfully completed a 5 years contract with uptron for Doordarshan to install and maintain CVS (Community viewing sets) and DRS (Direct reception sets) in the states like Manipur, Tripura, Arunachal Pradesh, Mizoram and a part of Assam. Apart from this, M.E.D.C. is the Chief promoter of 'Manipur Rural Electronics Co-operative Federation Ltd.' in Manipur which is engaged in the production of T.V. Antenna, Voltage stabiliser, Tape Recorder - cum - Tansister etc. Presently, the range of T.V. models includes all the different T.V. sizes i.e. 36 cm, 44 cm, 51 cm and 53 cm both in B/W and CTVs. The equipments under trading scheme includes computers, EPABX system, photocopiers, Fax machines, Electronics Typewriters etc.
ORGANISATION CHART OF M.E.O.C.

Board of Directors
  
  Chairman
  
Managing Director
  
General Manager

Manager Administration

Manager Production

Manager Federation

Manager Sales

Manager Service

Manager Trading

Supervisors (2)

Supervisor Workers

(Tech. Asstt. Skilled worker and Helper)

Supervisor Staff

Supervisor Staff

Supervisor Staff

Supervisor Staff

Supervisor Staff

Supervisor Staff

Account Officer

Engineer

Engineer Store

Telem(2) & Purchase

Source: Drawn on the basis of information collected from M.E.O.C.
Table no. 1.1 indicates the performance of production, sales and trading turnover in M.E.D.C.

**TABLE NO. 1.1**

PERFORMANCE OF PRODUCTION, SALES AND TRADING TURNOVER FROM THE YEAR 1987-88 TO 1992-93 IN M.E.D.C.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>NO OF T.V.</th>
<th>SALES</th>
<th>TRADING VALUES(in Rs.)</th>
<th>TURNOVER (in Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1987-88</td>
<td>1140</td>
<td>865</td>
<td>1,06,73,973</td>
<td>48,95,720</td>
</tr>
<tr>
<td>1988-89</td>
<td>2697</td>
<td>2168</td>
<td>61,77,180</td>
<td>46,12,165</td>
</tr>
<tr>
<td>1989-90</td>
<td>687</td>
<td>1099</td>
<td>88,08,749</td>
<td>26,15,475</td>
</tr>
<tr>
<td>1990-91</td>
<td>1573</td>
<td>1550</td>
<td>1,02,41,438</td>
<td>69,49,865</td>
</tr>
<tr>
<td>1991-92</td>
<td>1726</td>
<td>1663</td>
<td>1,71,60,692</td>
<td>12,40,393</td>
</tr>
<tr>
<td>1992-93</td>
<td>1826</td>
<td>2329</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Compiled on the basis of information collected from M.E.D.C.
In the year 1987-88, M.E.D.C. manufactured 1140 T.V. sets and sold 865. Production and sales rose to 2697 and 2168 respectively in the year 1988-89. The value of sales was Rs. 1,06,73,973 whereas trading turnover was Rs. 48,95,720 in the same year. Production and sales of 1989-90 reduced to 687 and 1099 T.V. sets respectively. Value of sales of that year also declined to Rs. 61,77,180. Production increased gradually during the year 1990-91, 1991-92, 1992-93 to 1573, 1726 and 1826 respectively. Sales of T.V. sets also increased in the same way to 1550, 1663 and 2329 with the value of Rs. 88,08,749, Rs. 1,02,41,438 and Rs. 1,71,60,690 respectively. The figures of trading turnover declined to Rs. 46,12,165 and Rs. 26,15,475 in the year 1989-90 and 1990-91 respectively. It moved up to Rs. 69,49,865 in the next year i.e. 1991-92 and in 1992-93 the figure went down to Rs. 12,40,393.

M.S.M.C.

Manufacturing of handloom cloth is an inevitable culture of larger number of women in Manipur. For the growth of handloom industry, the women weavers can not
depend only on the yarn brought from other states. Transport bottleneck is one of the major reasons which disturbs the growth of handloom industry in the state. In addition to this, Manipur is a state where youths are facing unemployment problem and economic backwardness. Keeping these in view the Government of Manipur decided to set up a cotton spinning mill on the basis of the recommendations of the survey conducted by the office of the Textile Commissioner in 1971 in Manipur and thus "The Manipur Spinning Mills Corporation Limited" wholly owned by the Government of Manipur was set up at Loitang Khunou, 17 km. away from Imphal on March 27, 1974. Its administrative head office is located at Imphal. A part of Directorate of Industries Department building in Lamphel is being utilised as head office.

The corporation is under the supervision of the Board of Directors. Managing director is the Chief-executive authority of the corporation. However, the day-to-day affairs of the corporation is looked after by the Vice-Chairman with full co-operation of the
Managing Director and the General Manager in-charge.

For the convenience of running the corporation smoothly, responsibilities are delegated to different departments. Account department, Sales department, Purchase department and Public relations department are under the direct supervision of the Managing Director at its head office. Public relations department is also handling Personnel Management. Production department, Engineering department, Labour department, Security, Store and Material department, Time office, Quality control department, Establishment section, Dispensary and school are under the control of General Manager in the factory.

The Board of Directors consists of six members including Chief Minister of the State as Chairman and other five Directors viz Secretary or Commissioner (Industry department), Secretary (Finance), Director (Industry department), Manager (I.D.B.I. Guhati) and Managing Director (M.S.M.C.)

The following organisation chart shows the structure of allocating responsibilities of the corporation.
CHART NO. 1.2
ORGANISATION CHART (M.S.M.C. LTD)

Board of Directors
- Chairman
- Vice-Chairman
- Managing Director

Head Office
- General Manager

(A) Shift (B) Shift (C) Shift
- Deputy Spinning Master
- Executive Engineer

AFRO AGO AFO AAD Spinning Spinning Spinning Spinning
Asst (2) Asst(1) Asst(2) Asst(1)
(P) (H)

UFC UDC UDC UDC Supervisor Supervisor Supervisor Supervisor

Staff Staff Staff Staff Production Maintenance Production Production Staff & Staff & Staff Staff
Workers workers workers workers

Source: Drawn on the basis of information collected from M.S.M.C.

A.P.R.O. - Asstt. Public Relations Officer
A.S.O. - Asstt. Sales Officer
A.P.O. - Asstt. Purchase Officer
A.A.O. - Asstt. Account Officer
A.Q.C.S.O. - Asstt. Quality Control & Statistical Officer
S.M.O. - Store & Material Officer
TABLE NO. 1.2

NO OF SPINDLES INSTALLED, COMMISSIONED AND PERCENTAGE UTILISATION

<table>
<thead>
<tr>
<th>YEAR</th>
<th>SPINDLES INSTALLED</th>
<th>SPINDLES COMMISSIONED</th>
<th>UTILISATION (WORKABLE CONDITION)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1982-83</td>
<td>9,072</td>
<td>6,480</td>
<td>40</td>
</tr>
<tr>
<td>1983-84</td>
<td>13,392</td>
<td>12,960</td>
<td>27</td>
</tr>
<tr>
<td>1984-85</td>
<td>13,392</td>
<td>12,960</td>
<td>32</td>
</tr>
<tr>
<td>1985-86</td>
<td>13,392</td>
<td>13,392</td>
<td>50.6</td>
</tr>
<tr>
<td>1986-87</td>
<td>16,416</td>
<td>15,552</td>
<td>53</td>
</tr>
<tr>
<td>1987-88</td>
<td>16,416</td>
<td>15,552</td>
<td>50.1</td>
</tr>
<tr>
<td>1988-89</td>
<td>16,416</td>
<td>15,552</td>
<td>45.7</td>
</tr>
<tr>
<td>1989-90</td>
<td>16,416</td>
<td>15,552</td>
<td>38.1</td>
</tr>
<tr>
<td>1990-91</td>
<td>16,416</td>
<td>15,552</td>
<td>57.3</td>
</tr>
<tr>
<td>1991-92</td>
<td>16,416</td>
<td>15,552</td>
<td>55.1</td>
</tr>
<tr>
<td>1992-93</td>
<td>16,416</td>
<td>15,552</td>
<td>39.1</td>
</tr>
<tr>
<td>1993-94</td>
<td>16,416</td>
<td>15,552</td>
<td>32.7</td>
</tr>
</tbody>
</table>

Note: 432 spindles is equal to 1 (one) machine. From 1988 August to 1989 April (lay off due to raw material shortage)

Source: Compiled on the basis of information collected from M.S.M.C.
To attain the target of 25,488 spindles of M.S.M.C., the number of employees required is 1059. The existing manpower by April 1993 was 584 including 427 production workers, 29 time-scale maintenance workers, 45 daily wage maintenance workers, 38 staff-employees (factory) 25 staff-employees (Head office), 15 officers in the factory and 5 officers in the Head office.

M.S.M.C. proposed to install 59 ring frames with 25,488 spindles out of which 30 ring frames with 16,416 spindles have already been installed and 15,552 spindles are in workable condition (Table No. 1.2). The machine utilisation percentage (Table No. 1.2) in the year 1986-87 was 53. The percentage have come down to 50.1, 45.7 and 38.1 in the following three years (i.e. 1987-88, 1988-89 and 1989-90 respectively). In the year 1990-91, there was highest utilisation percentage of 57.3. In the following three years i.e. 1991-92, 1992-93 and 1993-94 the utilisation percentage has decreased to 55.1, 39.1 and 32.7 respectively.
The commercial production of M.S.M.C. started from 1984-85 and prior to this it was carried on trial basis. The corporation is now producing different varieties of yarn i.e. 16 , 20 , 24 , 26 , 40 , 2/20 , 2/40 and 17 NF.

* = Counts, ** NF = New French.

Table No. 1.3 shows the performance of production and sales in M.S.M.C.
### TABLE NO. 1.3

**PERFORMANCE OF PRODUCTION AND SALES DURING THE YEAR 1984-85 TO 1993-1994 IN M.S.M.C.**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>RATE OF PRODUCTION IN BUNDLES</th>
<th>SALES (IN RS.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1984-85</td>
<td>48,276 Bundles</td>
<td>52,57,851.97</td>
</tr>
<tr>
<td>1985-86</td>
<td>74,928</td>
<td>90,83,654.82</td>
</tr>
<tr>
<td>1986-87</td>
<td>85,943</td>
<td>1,17,54,165.40</td>
</tr>
<tr>
<td>1987-88</td>
<td>81,183</td>
<td>1,01,20,117.00</td>
</tr>
<tr>
<td>1988-89</td>
<td>21,913</td>
<td>32,87,652.00</td>
</tr>
<tr>
<td>1989-90</td>
<td>31,876</td>
<td>47,95,584.80</td>
</tr>
<tr>
<td>1990-91</td>
<td>50,508</td>
<td>1,04,57,899.20</td>
</tr>
<tr>
<td>1991-92</td>
<td>96,676</td>
<td>1,90,61,266.60</td>
</tr>
<tr>
<td>1992-93</td>
<td>66,286</td>
<td>1,58,68,801.33</td>
</tr>
<tr>
<td>1993-94</td>
<td>42,243</td>
<td>1,01,58,622.78</td>
</tr>
</tbody>
</table>

Source: Compiled on the basis of information collected from M.S.M.C.
Production of yarn in the year 1984-85, 1985-86 and 1986-87 were 48,276 bundles, 74,928 bundles and 85,943 bundles respectively whereas the figures of sales of yarn were Rs. 52,57,851.97, Rs. 90,83,654.82 and Rs. 1,17,54,165.40 respectively. It reveals that both the production and sales increased gradually during these years. However, the figures of production and sales of 1987-88 have fallen down to 81,183 bundles and Rs. 1,01,20,117. Production figures of 1988-89, 1989-90 and 1990-91 were 21,913 bundles (only for 4 months), 31,876 bundles and 50,508 bundles respectively which could not reach the record of 1987-88. Suddenly, production has risen to a remarkable record of 96,676 bundles in the year 1991-92, then it declined gradually to 66,286 and 42,243 bundles in the year 1992-93 and 1993-94 respectively. Sales figures of the year 1988-89 and 1989-90 i.e. Rs. 32,87,652 and Rs. 47,95,584.80 respectively were found to be very small as compared to that of preceding years. It moved up to Rs. 104,57,899.20 in 1990-91 and Rs. 1,90,61,266.60 in 1991-92. Then there were gradual decrease of sales in the year 1992-93 and 1993-94. The figures were
Rs.1,58,68,801.33 and Rs. 1,01,58,622.78 respectively.

**Methodology**

The issues of industrial relations climate in an organisation and its effectiveness are of complex nature. They involve a number of interlinked and interwoven factors and forces—physical as well as psychological. This makes the task non-feasible for a single study to encompass all of them. Therefore, the present study has been based on following assumptions:

1. There are a number of determinants of industrial relations such as personal factors relating to the workers, their psycho-social background, organisational factors and other environmental factors. What matters most is as to how workers see all these through their eyes. Hence, for assessing the industrial relations in the units as perceived by the workers, a detailed questionnaire was prepared and administered to all of them number being 30 and 210 in M.E.D.C. and M.S.M.C. respectively out of which 24 workers from M.E.D.C. and 200 workers from M.S.M.C. responded. Each such
questionnaire as filled up by the workers has been classified on three point scale to grade the industrial relations in the unit as high, moderate or low.

2. In order to have more realistic feel of industrial relations in these units questionnaires were prepared for supervisors and managers also separately so that the picture of industrial relations, as seen by them can also be obtained. As such separate questionnaires were administered to supervisors and managers numbering 8(eight) and 7 (seven) in M.E.D.C. and 15 and 5 in M.S.M.C. respectively. Out of which responses could be received from 7 supervisors and 7 managers in M.E.D.C. and 14 supervisors and 4 managers in M.S.M.C. The information, thus collected, has been subjected to grading on three point scale to classify the industrial relations as high, moderate or low.

3. Organisational effectiveness is related to the industrial relations atmosphere as viewed by the workers, supervisors and managers. The assumption has the basis that organisational effectiveness is the sum of the result obtained from the human resources
performance in any organisation, the difference being attributable to the industrial relations climate.

Thus, the hypothesis governing the study is that industrial relations climate determines to a great extent the degree of organisational effectiveness and improvement in industrial relations climate in the organisation may accelerate its effectiveness.

The hypothesis has been tested with the information, thus, collected.

Data Collection

The study is based mainly on primary data collected through above methodology. Here and there secondary data available from the published and unpublished records of both the units i.e. M.E.D.C. and M.S.M.C. have also been utilised for having a better picture. For collecting first hand information the workers numbering 30 and 210 in M.E.D.C. and M.S.M.C. were given questionnaire. However only 24 in M.E.D.C. and 200 in M.S.M.C. responded with completed questionnaires. Simultaneously separate questionnaires
were served to 8 and 15 supervisors and 7 and 5 managers in M.E.D.C. and in M.S.M.C. respectively. Out of which 7 and 14 supervisors and 7 and 4 managers in M.E.D.C. and M.S.M.C. respectively responded. Since the respondents from all the categories are 42.2 percent and 37.32 percent of the total population in M.E.D.C. and M.S.M.C. the conclusions drawn on the basis of the analysis of the information can be taken to be of representative character. It is a well known fact that in applied action-oriented research of this type researchers have contended with a glooming size of sample representing only 10-15 per cent of the total population.

Profile of employees - workers, Supervisors and Managers.

Workers:

All the worker respondents in M.E.D.C. are inhabitants of Manipur. They are from a distance of 1-2 k.m. to 15 k.m. Out of the total respondents, 54.2 percent are found to be from nearby localities ranging from 2 k.m. to 5 k.m. The lowest age group in the
sample studied is 25-35 which has 67 per cent. 21 per cent of them are under the age group of 35 to 45. 12 per cent of them are above 45 but below 50. Most of the workers in M.E.D.C. are neither very young nor very old. 17 per cent have an experience between 3 to 5 years whereas 83 per cent of the workers are found to be having an experience within the span of 6 to 10 years. The majority of workers in the sample in M.E.D.C. are having sufficient work experience. None of the workers are found to be illiterate in M.E.D.C. 4 per cent of them are undermatric, 39 per cent are matric and 23 per cent are undergraduate. 30 per cent of them are either certificate or diploma holders in addition to their general education whereas 4 per cent are found to be technical graduates. 79 per cent of the sample are married whereas 21 per cent are unmarried. 63 per cent of the workers in the sample are not indebted to anybody. 8 per cent are indebted with a large amount whereas 29 per cent are in debt for a small amount.

All the worker respondents in M.S.M.C. are also
inhabitants of Manipur. They are from within the range of 1 k.m. to 60 k.m. 65 per cent of them are from nearby localities around 1 k.m. to 10 k.m. Workers from distant places i.e. 35 per cent are staying in factory colony. 19 per cent have an experience between 5 to 7 years whereas 81 per cent are found to be having an experience within the span of 8 to 15 years. A majority of workers has a minimum experience i.e. above 5 years. 77 per cent of the sample in M.S.M.C. are undermatric, 20 per cent are matric and 3 percent are undergraduate. 93 per cent of the worker respondents are married and 7 per cent are unmarried in M.S.M.C. 70 per cent are not indebted to anybody, 11 per cent are indebted with a large amount and 19 per cent are in debt with a small amount.

Supervisors:

29 per cent of supervisor respondents are from a distance of 1 to 5 k.m. 57 per cent are from 6 to 10 k.m. and 14 per cent are from 11 to 15 km. All of them are inhabitants of Manipur. The youngest age group of supervisors in the sample in M.E.D.C. is 25-30 years.
14.4 per cent respondents are under this age group. 57.1 per cent of the respondents in M.E.D.C. belong to the eldest age group of 35-40. 28.5 per cent are within the range of 30-35 years. Supervisors working in M.E.D.C. are having sufficient work experience ranging from 5 to 12 years. 29 per cent of the supervisor respondents in M.E.D.C. are found to be degree holders in electronics. 43 per cent have passed Matric with I.T.I. certificate or diploma and 14 per cent are undergraduates with I.T.I. certificate. Another 14 per cent of them are found to be Arts graduate in M.E.D.C. All the supervisors in M.E.D.C. are married. The economic position of all the supervisor respondents is said to be sound.

43 per cent of supervisor respondents in M.S.M.C. are from a distance below 5 km. whereas 57 per cent are from 5 to 16 k.m. The lowest age group of supervisor respondents in M.S.M.C.is 30-35 years which have 35.7 per cent. 21.4 per cent are under the age group of 35-40. Percentage of respondents who are within the range of 40-45 years is 28.6 whereas 14.3
per cent are within the span of 45-50 years. Supervisors working in M.S.M.C. are having sufficient work experience ranging from 5 to 16 years. 29 per cent of the supervisor respondents in M.S.M.C. are found to be degree holder in textile technology. 14 per cent of them have passed matric with I.T.I. certificate or diploma. Percentage of respondents who are undergraduate with diploma in engineering is also found to be 14. 21 per cent are Arts graduate whereas undergraduate with diploma in dyeing. Commerce graduate with costing and auditing training and post graduate in science with quality control training have been recorded as 22 per cent. 84 per cent of supervisor respondents are married and 16 per cent are unmarried.

The economic position of all the supervisors in M.S.M.C. are also found to be sound.

Managers:

It is found that 29 per cent of the managers respondents in M.E.D.C. are staying within a distance of 2 to 5 k.m. However, majority of them i.e. 71
per cent are from a distance of 6 to 10 k.m. 72 per cent of the managers in M.E.D.C. belong to the age group of 30-35. 14 per cent of them are under the age group of 35-40 whereas the oldest age group of 40-45 in the unit comprises 14 per cent of the total population of managers. Managers in M.E.D.C. have sufficient service experience. 29 per cent have served the organisation for 3 years whereas 57 per cent for 5 to 10 years. 14 per cent of the respondents have long service experience of more than 10 years. 57 per cent respondents in M.E.D.C. are degree holders in electronics engineering, 29 per cent in electrical engineering and 14 percent are commerce graduates. All managers M.E.D.C. are married. All managers appear to be economically sound.

50 per cent of the managers in M.S.M.C. are staying within the area of 2 k.m. from their office. Another 50 per cent of them are from the localities at a distance ranging from 16 to 18 k.m. The lowest age group of managers in M.S.M.C. is 45-50 which has 75 per cent respondents. The remaining 25 per cent is
under the age group of 50-55. Managers in the sample study in M.S.M.C. have long service experience within and outside the organisation. 75 per cent managers have worked for 15 to 20 years and 25 per cent of the sample have a significant mark of 32 years' service experience. 50 per cent of the respondents are only degree holders in Textile technology. 25 per cent are both degree and diploma holders in textile technology and quality control respectively. Another 25 per cent are merely Arts graduates.

All managers of M.S.M.C. are also married. The economic position of all managers in M.S.M.C. is told to be sound.

**Data Analysis**

The data collected through primary as well as secondary source has been tabulated and analysed with the help of appropriate statistical tools like average mean, percentage analysis, chi-square test and coefficient of correlation. This has been done to authenticate the findings of the study through
quantitative analysis.

Limitations of the Study

The aspects of the study has tried to deal with are inherently of such nature which are beyond exact quantitative measurement. As such some gaps might have remained unnoticed which is quite usual in such type of studies. The researcher has made all efforts during the course of collection of data and personal interviews with the respondents to snap as real picture as could be possible and feasible with the given limitation of the researcher and the study itself. As such, it is hoped that the inferences drawn from the study should not differ significantly from what is generally observed in real life situation.

Chapter Design

The study has been divided into following five Chapters:

1. Chapter one is introductory which attempts to introduce the problem of organisational effectiveness
in terms of industrial relations and industrial health in an organisation. Therefore, it points out the significance of the study, methodology followed by the objectives sought to have been served.

2. Chapter two examines the problem of industrial relations as it affects industrial health and organisational effectiveness in a conceptual perspective. Thus, a conceptual basis for assessing the magnitude of impact of industrial relations on organisational health and hence, its effectiveness has been developed for the purpose of this study.

3. Chapter three presents a profile of perceptions, attitude and behaviours of workers, supervisors and managers and determinants of industrial relations in the units under study in the light of industrial relations policy in vogue and organisational performance.

4. Chapter four has identified the points of strengths and weaknesses in the units under study with a view to arrive at a basis to suggest measures to deal with them.
most advantageously for organisational effectiveness.

5. Chapter five presents a brief summary of preceding chapters. In addition, it spells out overall strategies for assessing and improving industrial relations environment in the units for their better organisational effectiveness.