VII. ORGANISATIONAL EFFECTIVENESS
DETERMINANTS AND MEASUREMENT

INTRODUCTION

An organisation can be made effective not only by augmenting productivity but also by co-ordinating and developing a system for the efficient handling of employees who are deeply committed to the objectives of the organisation. Further, an effective organisation is characterised by its emphasis on human resource development. Thus, the effectiveness of an organisation depends mainly on the behaviour of employees. Employees differ in their outlooks, needs, goals and abilities, even when they are placed in the same work environment. It makes people to behave differently from one another. It is certain that, it will ultimately affect the entire organisation. Moreover, their individual differences can have a direct bearing on organisational effectiveness. An effective management can lead the employees towards its goal which cannot be achieved without the whole hearted and positive co-operation of all categories of employees of the organisation. Any organisation which wants to achieve its objectives should create a participative climate for mutual benefit.
Organisational effectiveness, in general, is based on the integration of the goals of the organisation and the employees. Neither of them should be viewed in isolation. Organisational effectiveness has been identified, in earlier theories, with 'maximisation of profits' or 'high productivity' or 'efficient service' and good employees morale. Normally, every organisation has certain multi-purpose social functions. But studies have emphasised that the human behaviour of organisations is very much limited. The behavioural scientists feel that this is a limitation of organisational effectiveness. Hence, the needs and wants of the employees should be achieved through participation of employees in all the vital areas of decision-making. Further, the main objective of Participative Management is to improve the industrial relations and performance of organisations.

In a country like India, if profit is considered to be the only measure of success or effectiveness of organisation, even organisations, managed unscientifically would be considered as successful and effective. Therefore, apart from profits, a number of other factors should also be considered to determine the effectiveness of the organisation. Management and proper co-ordination of labour is one of these factors. Labour should be organised properly along with other factors of production, to improve its efficiency. This can be made possible only by creating a better environment to work and by improving the
satisfaction of the employees through a number of measures. In particular, job satisfaction, morale, favourable industrial relations, better quality of work life, conducive organisational climate and the overall health of organisation can help to achieve organisational effectiveness. A review of earlier studies, in this field, makes it clear that these factors have already been identified as main determinants of organisational effectiveness. For instance, job satisfaction has been identified as an important factor influencing Organisational Effectiveness by Gibson et al., Negandhi and Reimann, Campbell (1973), Morale by Campbell and (1973), Industrial relations by Negandhi/ Reimann (1973) and adaptability (Organisational Health) by Mott and Webb (1974).

To identify the variables, determining the organisational effectiveness in the study mills, following factors have been taken into consideration: 1) Job Satisfaction, 2) Morale, 3) Industrial Relations, 4) Quality of work life, 5) Organisational Climate and 6) Organisational Health. The sample respondents have been asked to grade the level of satisfaction or the prevailing environment through the different dimensions of the above determinants. The dimensions included in the investigation under each determinant have been listed below:
1. Variable : JOB SATISFACTION

Different Dimensions included for Investigation:

a) Nature of Work
b) Pay
c) Promotion
d) Co-workers
e) Supervisors
f) Leadership Style
g) Welfare facilities
h) Organisation
i) Job Security

Scaling Techniques Used : Five point scale

Scores : 1 = Very much dissatisfied
         2 = Dissatisfied
         3 = Moderate
         4 = Satisfied
         5 = Very much satisfied

2. Variable : MORALE

Different Dimensions included for Investigation:

a) Dealings with Employees
b) Pride of Place
c) Training
d) Career growth
e) Promotion policy
f) Adequate respect
g) Motivating the employees
h) Participation in vital decisions
i) Communication system
j) Management Policies

Scaling Techniques used: Three point scale
Scores:
1 = Low
2 = Moderate
3 = High

3. Variable: INDUSTRIAL RELATIONS

Different Dimensions included for Investigation:

a) Involvement in Conciliation
b) Relations with immediate Supervisor
c) Relations with Co-workers
d) Settlement of Industrial disputes
e) Recognition of Trade unions view
f) Involvement in Collective bargaining
g) Involvement in Negotiation.

Scaling Techniques used: Three point scale
Scores:
1 = Poor
2 = Moderate
3 = Good

4. Variable: QUALITY OF WORK LIFE

Different Dimensions included for Investigation:

a) Reward and Recognition
b) Job freedom
c) Requirements of Skill

d) Safety and healthy conditions

e) Job independence

Scaling Techniques used : Three point scale

Scores :  
1 = Poor
2 = Moderate
3 = Good

5. Variable : ORGANISATIONAL CLIMATE

Different Dimensions included for Investigation:

a) Recognition and Appreciation

b) Promotion

c) Job Environment

d) Mode of Payment

e) Working Conditions

f) Participation

g) Security Measures

h) Objectivity and rationality

i) Welfare facilities

j) Grievance handling

Scaling Techniques used : Three point scale

Scores : 
1 = Poor
2 = Moderate
3 = Good
6. Variable : ORGANISATIONAL HEALTH

Different Dimensions used for Investigation:

a) Adaptiveness
b) Considerate Leadership
c) Industrial Democracy

Scaling Techniques used : Three point scale

Scores:
1 = Poor
2 = Moderate
3 = Good

PERCEPTION ABOUT JOB SATISFACTION

The level of job satisfaction perceived among the different categories of employees in Swadeshi Mills indicated through the average scores, on different dimensions of job satisfaction has been given in Table 7.1. The mean score worked out for each dimension explains how far the employees have been satisfied, on an average.

SWADESHI MILLS

The overall average scores, taking the nine dimensions together, makes it clear that there is no remarkable differences in the level of satisfaction among the different categories of employees. Except the Supervisors, the overall average score is varying between three and four. In the case of Supervisors, the
<table>
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<tr>
<td>Overall Average</td>
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<td>3.66</td>
</tr>
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</table>

Source: Survey Data 1 = Very much dissatisfied; 2 = Dissatisfied; 3 = Moderate; 4 = Satisfied; and 5 = Very much satisfied.
overall average is 2.67. Hence, the majority of the workers have crossed the moderate level of satisfaction. But yet they have not reached the level of full satisfaction. However, in the case of Supervisors, they have crossed the level of dissatisfaction. But their level is below the moderate level.

Investigating the mean score of different dimensions in each category, the dimension in which a relatively higher level of satisfaction has been reached can be identified. In the case of Unskilled Workers, the highest mean score corresponds to the co-workers and it is 3.97. This indicates that the Unskilled Workers have been satisfied more, compared to other dimensions, in the case of co-workers. Job security comes in the second place with mean 3.64. The level of satisfaction is less in other dimensions, namely, nature of work, pay, Supervision, leadership style, welfare facilities and organisation. The mean score is less than three in the case of promotion, and it the lowest.

Among the Semi-Skilled Workers, the two dimensions namely the nature of work and co-workers have attained the full satisfaction level. In both the dimensions, the mean score is greater than four. In other dimensions, the score is varying between 3.24 and 3.81. The score is minimum in the case of promotion.
In the category of Skilled Workers, the highest score is 3.96 and this corresponds to co-workers. The other dimensions such as nature of work and job security have also registered the same level of satisfaction. Only in 'promotion and pay', the scores are less than three. The minimum score, 2.56, is in promotion. Hence, the Skilled Workers of Swadeshi Mills are not satisfied with the pay and promotion dimensions and therefore more opportunities for promotion and higher pay are required mainly to improve their level of job satisfaction.

In the case of Supervisors, in all the dimensions, the mean scores are less than three and the variations among these mean scores are also not much. It is ranging between 2.55 and 2.83. The minimum score is in promotion and the maximum score is in leadership style. Taking the employees of Swadeshi Mills as a whole, the employees in the category of Supervisors have not reached even the moderate level of satisfaction.

The mean scores of the Executives vary over a range of 2.20 to 3.25. The highest score is in Supervision and the lowest score is in co-workers. The scores in nature of work, pay, promotion, supervision, organisation and job security are greater than three and the scores in co-workers, leadership style and welfare facilities are less than three. Thus, the Executives have attained relatively more satisfaction in supervision.
However, in the case of co-workers, they have been dissatisfied and it indicates the lack of cordial relationship among them.

In fine, the overall level of job satisfaction among the employees of Swadeshi Mills has not reached the maximum level of satisfaction. Except, the Executives, the level of satisfaction is high among the co-workers. The level is low in the case of promotion. Hence, the Unskilled, Semi-Skilled and Skilled Workers and the Supervisors in Swadeshi Mills are expecting more opportunities for promotion to improve their level of job satisfaction. But the Executives, have been moderately satisfied in their nature of work, pay, Supervision and in promotion. Better understanding and cordial relationship among the executives are required to improve the level of their job satisfaction.

The Supervisors require improvement in all the nine dimensions, since their level of satisfaction has not even reached the moderate level completely. Hence the position of Supervisors should be taken due care so that it improves their level of satisfaction and there by contributes to the active functioning of the enterprise.

BHARATHI MILLS

The mean scores of the nine dimensions of job satisfaction and the overall mean scores obtained by the different groups of employees of Bharathi Mills have also been given in Table 7.1.
The overall average scores of job satisfaction of Bharathi Mills suggest that the job satisfaction varies considerably among the different groups of employees. The Semi-Skilled Workers have been satisfied more and they are followed by the Skilled and Unskilled Workers. The job satisfaction of the Supervisors and Executives is less compared to the workers. The highest score 3.57 is obtained by the Semi-Skilled Workers and the lowest score 2.72 by the Supervisors. The Workers are in the "satisfactory stage", but the Supervisors and Executives have not yet reached this stage.

Analysing the mean scores of Unskilled Workers, it is clear that this particular group is satisfied in all dimensions except "promotion and Supervisors". The highest score 3.90 corresponds to co-workers. The lowest score 2.77 is for promotion. Hence most of the Unskilled Workers are not satisfied with the opportunities of promotion available to them.

In the case of Semi-Skilled Workers, they are very much satisfied in their dimensions such as, "nature of work and co-workers". The mean scores of all the other dimensions are in the range of 3.07 to 3.83. In Supervision and welfare facilities, the level of satisfaction is the same. This group of workers also are less satisfied in promotion.
The Skilled Workers are in the satisfactory stage in all the dimensions of job satisfaction. The minimum score is 3.22 and the maximum score is 3.73. Among the nine dimensions, the highest score is for organisation and the lowest score is for promotion and welfare facilities. This group of workers also have not been satisfied much in promotion.

The mean scores of Supervisors have not yet reached the satisfactory stage in all the nine dimensions. The scores are in between 2.45 and 2.91. The maximum score 2.91 is for promotion and the minimum score 2.45 is for welfare facilities. Their perceptions are the same in the case of organisation and job security. In the case of Supervisors and co-workers also, the perceptions are the same.

The Executives of Bharathi Mills are satisfied in most of the dimensions. The maximum score 3.25 is for Supervisors and the minimum score 2.20 is for co-workers. The Executives are not satisfied with their co-workers. As far as the nature of work and pay are concerned they are in the same level of satisfaction. As a matter of fact, the highest score corresponds to these two factors only. In leadership style and welfare facilities also the mean scores are the same.

While investigating the views of the workers in the nine dimensions of job satisfaction, it could be found that all the
workers have crossed the moderate level of satisfaction. The Unskilled Workers have their maximum score in co-workers. The Semi-Skilled Workers have their maximum score in 'nature of work' the Skilled Workers' maximum score is in organisation. An important point to be noted here is that all the workers perception towards promotion is minimum. Therefore, more attention should be given to promotion aspects for satisfying the workers.

Analysing the perception of the managerial staff of Bharathi Mills on job satisfaction, on an average, they have not yet reached the moderate level of satisfaction. The Executives have crossed the moderate level of satisfaction in six dimensions, but the Supervisors have not reached this level even in one dimension of job satisfaction. In the case of Supervisors and Executives their maximum score is in leadership style, nature of work and pay respectively and minimum score is for welfare facilities and co-workers. Hence, it is necessary to create a conducive atmosphere to promote cordial relationship among the employees for better job satisfaction.

PERCEPTION ABOUT MORALE

Table 7.2 presents the mean scores of the perception about the morale of the employees of the Swadeshi and Bharathi Mills. Here, three point scale has been used for collecting information from the various categories of employees. The overall
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<td>MR10</td>
<td>2.09</td>
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</table>

**Overall Average**: 1.86 1.90 1.85 1.78 1.97 1.92 1.85 1.82 1.91 1.77

*Source*: Survey Data 1 = Low; 2 = Moderate; and 3 = High.
average scores disclose the opinion about the ten dimensions of morale, in general, and the other mean scores explain their opinion about the different dimensions of morale.

SWADESHI MILLS

The overall average scores show that all the employees of Swadeshi Mills have crossed the moderate level on morale, since the mean scores are greater than 1.50. Among the workers, the Semi-Skilled Workers have obtained the highest average score 1.90. It is followed by Unskilled and Skilled Workers. In the case of managerial staff, the Executives obtained 1.97 as mean scores which shows that they are in the moderate level in various dimensions of morale. The overall average score is relatively low in the case of Supervisors.

Analysing the mean scores of the Unskilled Workers, in the management policies, they have crossed the moderate level and in the other dimensions, they are in the moderate level. The mean scores are in the range of 1.62 and 2.09. The lowest score 1.62 corresponds to communication.

The mean scores of Semi-Skilled Workers are in between 1.70 and 2.26. It shows that the Semi-Skilled Workers are in the moderate level in all the dimensions of the morale. The maximum score 2.26 is for management policies. The Semi-
Skilled Workers also have crossed the moderate level in management policies and opportunity for career growth. In the other dimensions such as employees pride of place, and promotion policy, the scores are nearing the value two. In general, the Semi-Skilled Workers are in the moderate level in all the dimensions of morale.

In the case of Skilled workers, the mean scores are within the region of 1.62 and 2.11. This group of workers have crossed the moderate level in training and management policies. In the other eight dimensions, they are in the moderate level.

The mean scores of the Supervisors are varying in between 1.55 and 2.00. The maximum score 2.00 is for the dealings with the employees. The minimum score 1.55 is for communication. Hence, the Supervisors have obtained the lowest score in communication. Except the dimension, employees, in all other dimensions, the mean scores are less than two. The overall average score of the Supervisors is lower than all other categories of employees.

The mean scores of Executives have crossed two in five dimensions and the maximum goes up to 2.13. However the minimum is found to be 1.70. Thus, the Executives feel that the dimensions of morale such as pride of place, impartial training, adequate respect, participation in vital decision-making and management policies are high in both the mills. In other
dimensions, they feel that the existing situation is not fully satisfactory. Their highest score corresponds to dimensions such as management policies and pride of place.

Comparing the perception of the workers, the overall average score of the Semi-Skilled Workers are greater than the Unskilled and Skilled Workers. The Unskilled and Skilled Workers have crossed the moderate level in management policies, the Semi-Skilled Workers have crossed the moderate level in career growth and management policies. The important point here is that all the three categories of workers are having high morale in management policies and it means that their management policies are employee oriented.

Comparing Supervisors and Executives, the Executives are in a better position and the Supervisors are in the last stage in Swadeshi Mills. The Supervisors have touched the moderate level only in their dealings with employees but the Executives have crossed this stage in five dimensions. Thus, the Supervisors have not been much satisfied in the different dimensions of 'morale', and it indicates that they are in the moderate level.

BHARATHI MILLS

The overall average scores of the employees of Bharathi Mills are in the range of 1.77 and 1.92. The minimum
score 1.77 is obtained by the Executives and the maximum score 1.92 is obtained by the Unskilled Workers. All the employees are in the moderate level in 'morale dimensions'.

Investigation of the mean scores of the Unskilled Workers shows that they are in between 1.73 and 2.03, and they are in the moderate level in most of the dimensions. Only in four dimensions, namely, dealings with employees, pride of place, motivating the workers and management policies, they have crossed the moderate level. The Unskilled Workers' minimum score is for communication. Hence, it is required to give more attention to communication for improving the morale of the Unskilled Workers.

The Semi-Skilled Workers have crossed the moderate level in all the dimensions of morale. The maximum score corresponds to management policies and the minimum score corresponds to impartial training. Only in Management policies, the mean score is greater than two. It is indicative of the fact that they are satisfied more in this particular dimension. So, special attention should be given to impartial training, which is the poorest of all the dimensions of morale.

The mean scores of the Skilled Workers are in the range of 1.62 and 2.22. The maximum score 2.22 is for career growth and the minimum score 1.62 is for promotion policy. This group of workers are less satisfied in promotion policy. The
mean score 1.68 is common for both pride of place and impartial training. Only in the case of career growth the Skilled Workers have crossed the moderate level. In all the other dimensions the scores are in the moderate level.

The mean scores of the Supervisors, vary in between 1.68 and 2.14. The maximum score corresponds to management policies and the minimum score corresponds to pride of place. The mean score is two in the case of 'dealings with employees and promotion policy'. In most of the other dimensions, the mean score is very close to two, which means that the Supervisors are in the moderate level.

Among the different groups of employees, the mean scores of the Executives vary over a large range. They are satisfied more with management policies. As far as the dimension pride of place is concerned their satisfaction is the lowest. The Executives have obtained the lowest mean score, 1.20 for pride of place.

In general, the mean scores of the three categories of the workers do not show much variation and this implies that their perceptions about the morale do not differ much. Even though, the overall mean scores have not crossed two, the level of morale is slightly high.
The Supervisors and Executives have not yet crossed the mean score two in most of the dimensions. In promotion and management policies both Supervisors and Executives have crossed the moderate level. The overall average indicates that in perception the Executives are in a lower stage.

PERCEPTION ABOUT INDUSTRIAL RELATIONS

The perception about industrial relations by the five categories of employees of Swadeshi and Bharathi Mills have been presented in Table 7.3 through mean scores.

SWADESHI MILLS

On an average, the perception score of all the workers have crossed the moderate level. The overall average scores vary in between 1.81 and 2.16. The maximum score is obtained by the Semi-Skilled Workers and the minimum score, goes to the Supervisors. The perception of the Supervisors and Executives have not yet crossed the moderate level. But in all the other categories of workers it has crossed the moderate level. Among the managerial staff, the Executives have obtained more score compared to the Supervisors. In fine, the level of satisfaction of the workers towards industrial relation system is better than the managerial staff. Therefore it brings out the fact that the Supervisors and Executives are not fully satisfied with the existing system of industrial relations.
### TABLE 7.3
MEAN SCORES OF THE PERCEPTION ABOUT INDUSTRIAL RELATIONS (IR)

| FACTORS | Swadeshi Mills |  |  |  |  |  |  |  |  |  | Bharathi Mills |  |  |  |  |  |  |  |  |  |  |
|         | Unskilled      | Semi-Skilled | Skilled | Supervisors | Executives | Unskilled | Semi-Skilled | Skilled | Supervisors | Executives |
| IR1     | 2.16           | 2.47         | 2.13     | 1.83         | 2.17       | 2.27       | 2.48         | 2.24     | 1.91         | 1.80       |
| IR2     | 2.16           | 2.43         | 2.09     | 1.55         | 1.65       | 2.27       | 2.33         | 2.22     | 1.64         | 1.75       |
| IR3     | 2.67           | 2.62         | 2.58     | 1.90         | 1.74       | 2.30       | 2.62         | 2.57     | 1.95         | 2.60       |
| IR4     | 2.08           | 2.17         | 1.98     | 1.76         | 2.13       | 2.10       | 2.07         | 1.94     | 2.04         | 2.00       |
| IR5     | 1.59           | 1.64         | 1.47     | 1.90         | 2.09       | 1.50       | 1.64         | 1.43     | 1.91         | 1.70       |
| IR6     | 1.30           | 1.42         | 1.51     | 1.69         | 2.09       | 1.43       | 1.48         | 1.40     | 1.91         | 1.60       |
| IR7     | 2.43           | 2.36         | 2.33     | 2.07         | 1.87       | 2.20       | 2.28         | 2.32     | 2.00         | 1.90       |
| Overall Average | 2.06 | 2.16 | 2.01 | 1.81 | 1.96 | 2.01 | 2.13 | 2.02 | 1.91 | 1.91 |

*Source*: Survey Data 1 = Bad; 2 = Moderate; and 3 = Good.
Investigations of the mean scores of the Unskilled Workers on different dimensions of industrial relations, make it clear that the level of satisfaction is high in majority of the dimensions. The mean score is in the range of 1.30 and 2.67. They are quite satisfied about their relationship with their co-workers. But with regard to recognition of their trade union views they are least satisfied. Except, collective bargaining and recognition of trade union views, in other dimensions they have crossed the mean score two.

The analysis of the perception of the Semi-Skilled Workers, shows that their mean scores have crossed the moderate level in most of the dimensions of industrial relations. The mean scores are varying in between 1.42 and 2.47. The maximum score is for conciliation and minimum score is for recognition of trade unions views. It specifically explains that the Semi-Skilled Workers of this organisation are least satisfied with the recognition of trade union views by the management. In this case also, the Semi-Skilled Workers have obtained low scores in collective bargaining and recognition of trade union views. In these two dimensions only, they have not yet crossed the moderate level.

The Skilled Workers have just crossed the moderate level. The mean scores of the different dimensions vary in between 1.47 and 2.58. Their perception is high in the case of
co-workers and low in collective bargaining. In three dimensions, namely, settlement of industrial disputes, collective bargaining and recognition of trade union views, they have not crossed the moderate level. In the remaining dimensions, they have crossed the moderate level. Hence, the Skilled Workers feel that the industrial relations is 'good' as inferred from majority of the dimensions.

Taking the Supervisors' view on industrial relations, the mean scores are varying in between 1.55 and 2.07. The mean score is maximum (2.07) in negotiation and minimum (1.55) in the case of 'Immediate Supervisors'. Except in negotiation, they have not yet crossed the moderate level anywhere else.

While analysing the views of the Executives, it became apparent from the mean score that the industrial relations is 'good' in conciliation, settlement of industrial disputes, collective bargaining and recognition of trade union views. The mean scores are in between 1.65 and 2.17. Their perception is good in conciliation and moderate in relations with immediate Supervisors. In this case the Executives are not fully satisfied with their relations with their immediate Supervisors and co-workers.

A comparison of the views of workers, made it evident that all the workers have crossed the moderate level in their relation with their co-workers. The Unskilled and Semi-Skilled Workers are in the moderate level as far as the
recognition of trade union views are concerned. In other dimensions they have been more or less fully satisfied. The Skilled Workers' minimum score is for collective bargaining. Hence, the main inference is that the majority of the workers feel that the views of the trade unions are not properly recognised.

Comparing the perceptions of the Supervisors and Executives, the level of satisfaction about industrial relations is slightly high among the Executives. However, Executives are satisfied more in conciliation, while Supervisors are more satisfied in negotiation. The Executives have crossed the moderate level in four dimensions where as the Supervisors have crossed this level only in one dimension. Therefore, the management has to give more attention to improve the industrial relations among the Supervisors.

BHARATHI MILLS

The overall average scores of the employees of Bharathi Mills for industrial relations is varying between 1.91 and 2.13. The maximum score is obtained by the Semi-Skilled Workers and the minimum score, goes to the Executives. The mean scores of Unskilled and Skilled Workers are equal. The score of managerial staff is less than two. The Supervisors and Executives have not yet reached the moderate level. It is clear that the perception scores of the workers are better than those of the managerial staff.
The mean scores of the Unskilled Workers, are varying between 1.43 and 2.27. The minimum score has been given for the recognition of trade unions' view, and the maximum score is for both conciliation and relations with immediate Supervisors. Except, collective bargaining and recognition of trade unions' view, all the other dimensions have scores which have crossed the moderate level. In collective bargaining and recognition of trade unions' view, their satisfaction is low while compared to other dimensions. The Unskilled Workers feel that the management is not recognising the views of the trade union leaders and hence the views of the trade union leaders should be properly recognised. The involvement of the Unskilled workers in collective bargaining is less as revealed by their levels of satisfaction.

A careful analysis of the views of the Semi-Skilled Workers, makes it clear that they have crossed the moderate level in most of the dimensions. The mean scores lie between 1.48 and 2.62. The maximum score corresponds to relations with co-workers and minimum score corresponds to recognition of trade unions' view. This group has not yet crossed the moderate level in collective bargaining and recognition of trade unions' view. Hence, it is evident that most of the Semi-Skilled Workers are less satisfied in these two dimensions.
The mean scores of the Skilled Workers reveal that they have crossed the moderate level in conciliation, relations with immediate Supervisors, relations with co-workers and negotiation. The mean score lies between 1.40 and 2.57. The maximum and minimum scores correspond to relations with co-workers and recognition of trade unions' view respectively. In collective bargaining and recognition of trade unions' view, they have not yet reached the level of full satisfaction. Their satisfaction is less in collective bargaining and recognition of trade unions' view. The majority of the Skilled Workers feel that their views are not properly recognised in collective bargaining.

The mean scores of Supervisors on different dimensions of industrial relations, have not yet crossed the moderate level, in majority of the dimensions. The mean scores are varying in between 1.64 and 2.04. The minimum score corresponds to relations with immediate supervisors and maximum score corresponds to settlement of industrial disputes. The mean score 1.91 is for conciliation, collective bargaining and recognition of trade unions' view and it shows that they are nearing the level of full satisfaction. Moreover, the industrial relations should be improved through the whole-hearted co-operation of the workers and management.
In the case of Executives, the mean score is found to be ranging between 1.60 and 2.60. The maximum score is for relations with co-workers and minimum score is for recognition of trade unions' view. In the majority of the dimensions, they have not yet crossed the moderate level. The Executives feel that they have not been given a major role to play in most of the dimensions of industrial relations. While comparing the mean scores of the workers, it becomes clear that their level of satisfaction is high in relation to co-workers and low for recognition of trade unions' view. In most of the other dimensions, they have crossed the moderate level. The Skilled Workers have not been satisfied much in collective bargaining. On an average, the level of satisfaction of the Semi-Skilled Workers is higher than that of the other groups of workers.

The Supervisors and Executives, on an average, are in the same level of satisfaction, and their level of satisfaction is less than that of the workers. The Supervisors have crossed the moderate level in settlement of industrial disputes and negotiation. But the Executives, have reached this position only with regard to their relations with co-workers and settlement of industrial disputes. In other dimensions, their satisfaction is less. The mean score of Supervisors is minimum with regard to their relation with their immediate superiors. For the Executives, it is in recognition of trade unions' view. In general, the
Supervisors and Executives need to be encouraged more in promoting their industrial relations with their co-employees and other workers.

PERCEPTION ABOUT QUALITY OF WORK LIFE

The perception of the employees of Swadeshi and Bharathi Mills about quality of work life has been furnished in Table 7.4

SWADESHI MILLS

The perception of the employees, in general, shows that all the workers and managerial staff feel that the existing quality of work life is good. The average scores are in between 2.00 and 2.24. The maximum score is obtained by the Semi-Skilled Workers and the minimum score is obtained by the Executives. Comparing the overall average score of the workers and the managerial staff, it can be inferred that the perception of the workers are better than that of the managerial staff.

In the case of Unskilled Workers, the mean score for quality of work life ranges between 1.80 and 2.26. The minimum score relates to safety and healthy conditions and maximum score relates to reward and recognition. The Unskilled Workers are fully satisfied in dimensions like reward and recognition, job freedom and requirements of skill. In other dimensions they are less satisfied. If the management provides all safety and healthy measures properly, it will automatically improve the quality of work life.
### TABLE 7.4
MEAN SCORES OF THE PERCEPTION ABOUT QUALITY OF WORK LIFE (QWL)

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>Swadeshi Mills</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Bharathi Mills</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unskilled</td>
<td>Semi-Skilled</td>
<td>Skilled</td>
<td>Supervisors</td>
<td>Executives</td>
<td>Unskilled</td>
<td>Semi-Skilled</td>
<td>Skilled</td>
<td>Supervisors</td>
</tr>
<tr>
<td>QWL 1</td>
<td>2.26</td>
<td>2.55</td>
<td>2.00</td>
<td>1.86</td>
<td>2.09</td>
<td>2.27</td>
<td>2.64</td>
<td>2.38</td>
<td>2.09</td>
</tr>
<tr>
<td>QWL 2</td>
<td>2.27</td>
<td>2.72</td>
<td>2.29</td>
<td>2.65</td>
<td>2.04</td>
<td>2.00</td>
<td>2.69</td>
<td>2.51</td>
<td>1.54</td>
</tr>
<tr>
<td>QWL 3</td>
<td>2.09</td>
<td>2.06</td>
<td>2.51</td>
<td>2.07</td>
<td>2.04</td>
<td>1.87</td>
<td>2.10</td>
<td>2.19</td>
<td>2.00</td>
</tr>
<tr>
<td>QWL 4</td>
<td>1.80</td>
<td>1.85</td>
<td>2.00</td>
<td>1.59</td>
<td>1.78</td>
<td>1.57</td>
<td>1.78</td>
<td>1.73</td>
<td>1.64</td>
</tr>
<tr>
<td>QWL 5</td>
<td>1.93</td>
<td>2.04</td>
<td>1.78</td>
<td>1.93</td>
<td>2.04</td>
<td>1.90</td>
<td>2.02</td>
<td>2.16</td>
<td>2.00</td>
</tr>
<tr>
<td>Overall Average</td>
<td>2.06</td>
<td>2.24</td>
<td>2.12</td>
<td>2.01</td>
<td>2.00</td>
<td>1.92</td>
<td>2.25</td>
<td>2.19</td>
<td>1.85</td>
</tr>
</tbody>
</table>

*Source: Survey Data 1 = Bad; 2 = Moderate; and 3 = Good.*
Investigations of the mean scores of Skilled Workers in the different dimensions of quality of work life, show that the Skilled Workers are fully satisfied in all dimensions, except safety and healthy conditions. Their perception about quality of work life is varying between 1.85 and 2.72. The minimum score is for safety and healthy conditions and maximum score is for job freedom. In this group also, the minimum score is for safety and healthy conditions. Thus the Semi-Skilled Workers are not fully satisfied about the existing safety and health conditions.

An analytical study of the views of the Skilled Workers shows that the mean scores of the different dimensions of quality of work life are ranging between 1.78 and 2.51. The maximum score 2.51 is for 'requirement of skill' and the minimum score 1.78 is for 'job independence'. The Skilled Workers have been satisfied more in the first four dimensions. Their satisfaction is at a lower level only in the case of job independence. The Skilled Workers feel that they do not have much job independence in their organisation.

The mean scores of Supervisors are found to be in the range of 1.59 to 2.65. The maximum and minimum scores correspond to job freedom and safety and health conditions respectively. In reward and recognition, safety and health conditions and job independence, they have been in the moderate level and in the remaining dimensions, they have crossed the
moderate level. This group of employees also, have not been fully satisfied about the existing health and safety conditions.

The Executives have reached the stage of complete satisfaction in all the dimensions of quality of work life, except safety and health conditions. Their mean scores are in between 1.78 and 2.09. The maximum score is for reward and recognition and the minimum score is for safety and health conditions. This group of employees also obtained minimum score for safety and health conditions. The mean score 2.04 is obtained by dimensions, such as, job freedom, requirement of skill and job independence.

Comparing the perception of workers about quality of work life, it is clear that the Unskilled and Semi-Skilled Workers' minimum score corresponds to safety and health conditions, and in the case of Skilled Workers, it corresponds to job independence. The Semi-Skilled and Skilled Workers are in the stage of full satisfaction in four dimensions. But the Unskilled Workers, have reached this stage only in three dimensions.

As far as the perceptions of managerial staff about quality of work life are concerned their minimum score is for safety and health conditions. The Supervisors' maximum score is for job freedom. But the maximum score of the executives is for reward and recognition. The Supervisors have reached the stage
of complete satisfaction in two dimensions and the Executives in four dimensions. On the whole, the Supervisors and Executives are in the same level of satisfaction. Nevertheless, it cannot be denied that it is lower than that of the workers.

BHARATHI MILLS

The perception of the employees of Bharathi Mills on quality of work life, on an overall basis, is varying in between 1.85 and 2.25. The minimum score is secured by Supervisors and the maximum score by Semi-Skilled Workers. It shows that the perception of the Skilled and Semi-Skilled Workers has crossed the moderate level in the various dimensions of quality of work life. The level of satisfaction is relatively less in other categories of workers.

On investigating the mean scores of Unskilled Workers, it becomes clear that their mean score ranges between 1.57 and 2.27. The minimum score is for safety and health conditions and maximum score is for reward and recognition. The Unskilled Workers are less satisfied about requirement of Skill, safety and health conditions and job independence. In job freedom, the score is exactly two.

The perception of the Semi-Skilled Workers is found to be in the range of 1.78 and 2.69. The Semi-Skilled Workers have obtained maximum satisfaction in job freedom, and minimum
satisfaction in safety and health conditions. Except in safety and health conditions, in other dimensions, they have reached the stage of 'complete satisfaction'. The overall average of Semi-Skilled Workers is 2.25, so it could be held that they do agree that the different dimensions of quality of work life are good.

The analysis of the perception of the Skilled Workers, reveals that in most of the dimensions of quality of work life, they have reached the stage of 'complete satisfaction'. However they are not very much satisfied about safety and health conditions. The maximum score 2.51 corresponds to job freedom and the minimum score 1.73 corresponds to safety and health conditions. Except safety and health conditions, in other dimensions, mean scores are more than two. This group of workers have also secured the minimum score for safety and health conditions.

The mean scores of Supervisors are found to be in the range of 1.54 to 2.09. The maximum score is for reward and recognition and the minimum score is for job freedom. In reward and recognition, requirement of Skill and job independence they are in the level of 'complete satisfaction'. In other dimensions, their satisfaction is less. The overall average score is less due to the low scores of job freedom and safety and health conditions. Further, they have obtained the mean score two for 'requirement of skill' and job independence'.
The mean scores of the Executives range between 1.80 and 2.15. The minimum score relates to safety and health conditions and the maximum score relates to job independence. They are in the level of complete satisfaction in job freedom and job independence, and in other dimensions the level of satisfaction is less. The overall average score of the Executives is slightly higher than that of the Supervisors.

While comparing the perception of the workers in the various dimensions of quality of work life, it could be seen that their minimum score is for safety and health conditions. The maximum score of the Semi-Skilled and Skilled Workers is for job freedom and the maximum score of Unskilled Workers is for reward and recognition. Moreover, the overall average score of Semi-Skilled Workers is higher than that of the Skilled and Unskilled Workers.

A comparison between the views of the Supervisors and Executives about the quality of work life, makes it ostensible that the Supervisors are in a higher level of satisfaction in three dimensions and the Executives, in two dimensions. But the overall average of the Executives is higher than that of the Supervisors. However, when compared to the workers, in this mill also, the Supervisors and Executives are in a lower stage of satisfaction.
PERCEPTION ABOUT ORGANISATIONAL CLIMATE

Table 7.5 presents the mean scores of the perception of the different categories of employees in the two mills about organisational climate.

SWADESHI MILLS

The average score of the different categories of employees are found to be varying between 1.93 and 2.12. The minimum score is obtained by the Supervisors and the Maximum score, by the Executives. It clearly reveals the fact that all the workers and Executives are perceiving the existing climate as good. The mean score of the Supervisors is below two and hence their perception about organisational climate is in the moderate level.

The Unskilled Workers' score for Organisational climate is varying between 1.67 and 3.00. They have perceived the organisational climate as good in four dimensions. The minimum score goes to job environment and, the maximum score goes to mode of payment. In majority of the dimensions they feel that the climate is reasonably good.

The mean score of the Semi-Skilled Workers is found to be in the range of 1.72 and 3.00. The minimum score is for security measures and maximum score is for mode of payment. The second highest mean score is for welfare facilities. The
| FACTORS | Swadeshi Mills | | | | | Bharath Mills | | | | |
|---------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|         | Unskilled | Semi-Skilled | Skilled | Supervisors | Executives | Unskilled | Semi-Skilled | Skilled | Supervisors | Executives |
| OC1     | 2.14      | 1.89         | 1.71    | 2.03         | 2.13         | 2.23         | 1.95         | 1.95         | 1.95         | 2.15         |
| OC2     | 1.79      | 1.77         | 1.93    | 1.41         | 1.96         | 1.90         | 1.78         | 1.51         | 1.54         | 1.65         |
| OC3     | 1.67      | 1.89         | 2.11    | 1.93         | 1.83         | 1.83         | 1.86         | 1.65         | 1.64         | 1.50         |
| OC4     | 3.00      | 3.00         | 3.00    | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 1.73         | 3.00         |
| OC5     | 1.92      | 1.92         | 2.22    | 2.14         | 2.00         | 1.67         | 1.93         | 1.73         | 1.86         | 2.25         |
| OC6     | 1.76      | 1.79         | 1.82    | 1.72         | 2.17         | 1.77         | 1.86         | 1.86         | 1.82         | 1.85         |
| OC7     | 1.83      | 1.72         | 1.78    | 1.86         | 1.91         | 1.70         | 1.78         | 1.84         | 1.68         | 2.00         |
| OC8     | 2.01      | 1.89         | 2.11    | 1.48         | 1.87         | 2.00         | 1.71         | 1.66         | 1.66         | 1.65         |
| OC9     | 2.45      | 2.62         | 2.44    | 1.79         | 2.13         | 2.40         | 1.76         | 2.11         | 1.91         | 2.15         |
| OC10    | 1.78      | 1.74         | 1.96    | 1.90         | 2.22         | 1.60         | 1.57         | 1.89         | 1.95         | 2.25         |
| Overall Average | 2.04     | 2.02         | 2.11    | 1.93         | 2.12         | 2.01         | 1.92         | 1.94         | 1.78         | 2.04         |

Source: Survey Data 1 = Bad; 2 = Moderate; and 3 = Good.
mean score 1.89 is obtained in recognition and appreciation, job environment and objectivity and rationality. The overall score has crossed two. It could be taken to mean that the Semi-Skilled Workers feel that the existing climate is good.

The perception of the Skilled Workers is estimated to be lying between 1.71 and 3.00. The maximum score goes to mode of payment and the minimum score goes to recognition and appreciation. The overall average of the Skilled Workers is higher than that of the workers and Supervisors. The mean score 2.11 is the same for job environment, and objectivity and rationality. This group also feels that the organisational climate is good.

The mean scores of the Supervisors are in the range of 1.41 and 3.00. The minimum score corresponds to promotion and maximum score corresponds to mode of payment. The Supervisors have not been satisfied about promotion and, objectivity and rationality. In recognition and appreciation, mode of payment and working conditions, they feel the climate is good. In other dimensions, they feel that the existing climate is moderately good. The overall average score of the Supervisors is the minimum while compared to the other categories of workers.
The mean scores of Executives vary in between 1.83 and 3.00. The minimum score is for job environment and maximum score is for mode of payment. In majority of the dimensions, they feel that the organisational climate is moderately good. The overall average has crossed two. This is the maximum overall average score for the workers and Supervisors of Swadeshi Mills.

When the views of Workers and managerial staff are compared it could be seen that all of them have obtained maximum score for mode of payment. All the employees feel that the existing climate is good. Their views do not show much variation. The majority of the employees of different categories are satisfied with the existing organisational climate.

BHARATHI MILLS

The overall average scores of the different categories of employees of Bharathi Mills for the different dimensions of organisational climate are in the range of 1.78 and 2.04. The maximum score is secured by the Supervisors. The mean score of the Unskilled Workers is greater than two. It clearly indicates that the Unskilled Workers and Executives perceive that the organisational climate is good. Other group of workers and Supervisors feel that the existing climate is moderately good.
A study of the mean scores of the Unskilled Workers for organisational climate, discloses the fact that they feel that the climate is good in recognition and appreciation, mode of payment, objectivity and rationality, and welfare facilities. In other dimensions, they perceive that the climate is moderately good. The overall average score of the Unskilled Workers is the second largest.

The mean scores of Semi-Skilled Workers are found to be varying in between 1.57 and 3.00. The minimum score is for grievance handling and the maximum score is for mode of payment. On an average, they feel that the existing climate is reasonably good. Except for mode of payment, for other dimensions the scores are less than two. It indicates that a segment of the Semi-Skilled Workers feel that the existing organisational climate is not quite good.

In the case of Skilled Workers, the mean scores are varying in between 1.51 and 3.00. The minimum score is for promotion and the maximum score is for mode of payment. The average score shows that their opinion about the existing climate is moderately good. Except mode of payment and welfare facilities, they feel that the other dimensions are moderately good.
The mean score of the Supervisors are in the range of 1.54 and 1.95. The minimum score is for promotion and the maximum score is for recognition and appreciation, and grievance handling. The average score of the Supervisors is the minimum while compared to that of the workers and Executives. Hence, the proportion of the workers who feel that the organisational climate is not good, is more.

The perception of the Executives are in the range of 1.50 and 3.00. The minimum score is for job environment and the maximum score is for mode of payment. The average score shows that they perceive that the existing organisational climate is good. In most of the dimensions, they feel that the climate is good.

In general, the workers and the managerial staff feel that the existing climate is either good or moderately good. Except the Supervisors, all other groups of employees feel that mode of payment is very good. Thus the existing organisational climate, as revealed by the employees is reasonably good.

PERCEPTION ABOUT ORGANISATIONAL HEALTH

Table 7.6 gives statistical details about the perception of the employees of the two mills about organisational health. In this case, three dimensions have been used with three-point scale.
<table>
<thead>
<tr>
<th>FACTORS</th>
<th>Swadeshi Mills</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Bharathi Mills</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unskilled</td>
<td>Semi-Skilled</td>
<td>Skilled</td>
<td>Supervisors</td>
<td>Executives</td>
<td>Unskilled</td>
<td>Semi-Skilled</td>
<td>Skilled</td>
<td>Supervisors</td>
<td>Executives</td>
</tr>
<tr>
<td>OH1</td>
<td>2.10</td>
<td>1.85</td>
<td>2.31</td>
<td>2.00</td>
<td>2.00</td>
<td>2.23</td>
<td>1.95</td>
<td>2.08</td>
<td>2.00</td>
<td>2.10</td>
</tr>
<tr>
<td>OH2</td>
<td>1.71</td>
<td>1.60</td>
<td>1.36</td>
<td>1.72</td>
<td>1.61</td>
<td>1.67</td>
<td>1.52</td>
<td>1.62</td>
<td>1.54</td>
<td>1.95</td>
</tr>
<tr>
<td>OH3</td>
<td>2.12</td>
<td>2.32</td>
<td>2.18</td>
<td>1.93</td>
<td>1.70</td>
<td>1.93</td>
<td>2.02</td>
<td>1.81</td>
<td>1.77</td>
<td>2.05</td>
</tr>
<tr>
<td>Overall Average</td>
<td>1.98</td>
<td>1.92</td>
<td>1.95</td>
<td>1.89</td>
<td>1.77</td>
<td>1.94</td>
<td>1.83</td>
<td>1.84</td>
<td>1.77</td>
<td>2.03</td>
</tr>
</tbody>
</table>

Source: Survey Data 1 = Bad; 2 = Moderate; and 3 = Good.
The overall average score of all the employees of Swadeshi Mills is below two. The minimum score is secured by the Executives and the maximum score is secured by the Unskilled Workers. Hence, the majority of the employees feel that the existing organisational health is good.

The mean scores of the Unskilled Workers is 1.98. It could be taken the mean that they view the organisational health as good. As far as adaptiveness and industrial democracy are concerned a small proportion of workers have expressed that the organisational health is very good and hence the mean scores in these cases are greater than two. However, in 'considerate leadership', a sizable number of workers feel that the organisational health is good and this reflected by the mean score, which is less than two.

The mean scores of Semi-Skilled Workers are in the range of 1.60 and 2.32. The maximum score is for industrial democracy and the minimum score is for considerate leadership. In the first two dimensions they feel that the health of the organisation is moderately good and in industrial democracy the mean score is greater than two. Hence, in adaptiveness and considerate leadership, a small proportion of the workers are not satisfied.
While investigating the perception of the Skilled Workers about organisational health, it becomes clear that the poor score is for considerate leadership and the maximum score is for adaptiveness. They have been more satisfied about adaptiveness and industrial democracy. The mean score of considerate leadership, is the lowest among all the mean scores. Thus, a majority of the Skilled Workers view that in considerate leadership the existing organisational health is not good. Therefore, more attention should be given to considerate leadership.

An empirical analysis of the views of Supervisors, shows that the maximum score goes to adaptiveness and the minimum score goes to considerate leadership. In considerate leadership and industrial democracy the mean score is below two and hence it is clear that they satisfied about considerate leadership and industrial democracy, are not as much they are about adaptiveness.

In the case of Executives, the maximum score two is for adaptiveness and in other, dimensions, the mean score is less than two. Therefore, in adaptiveness, they feel that the health of the organisation is good. But in considerate leadership and industrial democracy they feel that the organisational health is not at all good. The average score of the Executives is comparatively lower than that of the workers and Supervisors.
In all the cases, the workers and the managerial staff get the minimum score for considerate leadership. The Unskilled and Semi-Skilled Workers' maximum score is for industrial democracy and the maximum score of the Skilled Workers, Supervisors and Executives is for adaptiveness. On the whole, they feel that the existing health of the organisation is reasonably good.

BHARATHI MILLS

The average score of the employees of Bharathi Mills for organisational health is found to be varying between 1.77 and 2.03. The maximum score is secured by the Executives and the minimum score is secured by the Supervisors. Hence, the Executives alone feel that the health of the organisation is good and others do not feel that the existing organisational health is quite good.

The maximum score of the Unskilled Workers is for adaptiveness and the minimum score is for considerate leadership. Their opinion about organisational health is moderately good in considerate leadership and industrial democracy, and good in adaptiveness. Therefore, the management should try to change the style of leadership for improving the health of the organisation.

The mean scores of Semi-Skilled Workers lie between 1.52 and 2.02. The minimum and maximum scores correspond to
considerate leadership and industrial democracy respectively. They feel that the health of the organisation is good in industrial democracy. In adaptiveness the mean score is close to two. It indicates a slightly better position compared to considerable proportion of the Semi-Skilled Workers feel that the existing organisational health is not good.

From the opinion of the Skilled Workers about organisational health, it is clear that they feel that the organisational health is good in adaptiveness, in considerate leadership and industrial democracy. All the three groups of workers, have secured the minimum score in considerate leadership consistently. Hence, majority of the workers view that the organisational health is not good in considerate leadership.

The overall average score of the Supervisors is 1.77. But their individual mean score is greater than two. In adaptiveness and in two more dimensions, the mean score is less than two. It clearly indicates that in considerate leadership and industrial democracy they are not satisfied about the existing health of the organisation.

A careful analysis of the perception of the Executives, shows that the mean score tends to vary from 1.95 to 2.10. The minimum score goes to considerate leadership, and maximum score goes to adaptiveness. Hence the Executives have been completely
satisfied in adaptiveness and industrial democracy. In considerate leadership also, the score is close to two. Thus, the grading of the Executives of the organisational health is higher, compared to that of other employees.

Comparing the views of the workers and the managerial staff, the employees of all categories feel that the health of the organisation is not good in considerate leadership. Except the Semi-Skilled Workers, all the other employees feel that the organisational health is good in adaptiveness. Hence the management should give more attention to considerate leadership for improving the existing organisational health.

VERIFICATION OF HYPOTHESIS (H3)

In this section the hypothesis that organisational effectiveness is a multi-variable phenomenon is sought to be verified.

The level of satisfaction or the level of existing position about the different factors such as, job satisfaction, morale, industrial relations, quality of work life, organisational climate and organisational health have been analysed through the mean scores. If the employees have been satisfied to the maximum extent possible in these factors, it may then indicate the improved level of organisational effectiveness in the mills under
study. Hence, the perception of the employees would help to make an assessment of the organisational effectiveness in the two mills.

The mean scores of the total scores of the different categories of employees, the overall total score, the average level of satisfaction achieved from all the six factors, expressed in percentages and the share of each factor in the achieved level of satisfaction in determining the organisational effectiveness for Swadeshi and Bharathi Mills have been tabulated in Tables 7.7, 7.8, and 7.9 respectively.

The perceived level of satisfaction in Swadeshi Mills, when all scores of all the sample employees are combined, vary over a range of 62.38 to 69.54 per cent. In all the cases, the achieved level of satisfaction has exceeded 60 per cent and hence satisfaction to be derived by the employees from the factors of organisational effectiveness needs to be increased still further, by 30 to 40 per cent. The existing level of satisfaction derived from the six factors have more or less equal share in determining the current position of organisational effectiveness. Each factor shares not less than 15 per cent. The maximum share is accounted for by quality of work life and the minimum share is by morale. A similar finding can be observed from Table 7.8 for the Bharathi Mills also. The ranking of factors in accordance with their share in the two mills has been given in Table 7.9.
## TABLE 7.7
SHARE OF DIFFERENT FACTORS IN THE DETERMINATION OF ORGANISATIONAL EFFECTIVENESS IN SWADESHE MILLS

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>Unskilled Workers</th>
<th>Semi-Skilled Workers</th>
<th>Skilled Workers</th>
<th>Supervisors</th>
<th>Executives</th>
<th>Total Score</th>
<th>Maximum Score</th>
<th>Perceived Level of Satisfaction (in Percentage)</th>
<th>Share (in Percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Job Satisfaction</td>
<td>30.55</td>
<td>32.98</td>
<td>29.68</td>
<td>24.03</td>
<td>32.87</td>
<td>150.11</td>
<td>225</td>
<td>66.72</td>
<td>16.83</td>
</tr>
<tr>
<td>2. Morale</td>
<td>18.58</td>
<td>19.03</td>
<td>18.47</td>
<td>17.79</td>
<td>19.70</td>
<td>93.57</td>
<td>150</td>
<td>62.38</td>
<td>15.73</td>
</tr>
<tr>
<td>3. Industrial Relations</td>
<td>14.39</td>
<td>15.11</td>
<td>14.09</td>
<td>12.69</td>
<td>13.74</td>
<td>70.02</td>
<td>105</td>
<td>66.68</td>
<td>16.80</td>
</tr>
<tr>
<td>4. Quality of Work Life</td>
<td>10.30</td>
<td>11.21</td>
<td>10.58</td>
<td>10.07</td>
<td>10.00</td>
<td>52.16</td>
<td>75</td>
<td>69.54</td>
<td>17.57</td>
</tr>
<tr>
<td>5. Organisational Climate</td>
<td>20.36</td>
<td>20.23</td>
<td>21.08</td>
<td>19.28</td>
<td>21.22</td>
<td>102.17</td>
<td>150</td>
<td>68.11</td>
<td>17.16</td>
</tr>
<tr>
<td>6. Organisational Health</td>
<td>5.93</td>
<td>5.77</td>
<td>5.84</td>
<td>5.66</td>
<td>5.30</td>
<td>28.50</td>
<td>45</td>
<td>63.33</td>
<td>15.96</td>
</tr>
</tbody>
</table>

Source: Computed from Survey Data.
### TABLE 7.8
SHARE OF DIFFERENT FACTORS IN THE DETERMINATION OF ORGANISATIONAL EFFECTIVENESS IN BHARATHI MILLS

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>Unskilled Workers</th>
<th>Semi-Skilled Workers</th>
<th>Skilled Workers</th>
<th>Supervisors</th>
<th>Executives</th>
<th>Total Score</th>
<th>Maximum Score</th>
<th>Perceived Level of Satisfaction (In Percentage)</th>
<th>Share (In Percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Job Satisfaction</td>
<td>29.47</td>
<td>32.10</td>
<td>30.94</td>
<td>24.54</td>
<td>26.90</td>
<td>143.95</td>
<td>223</td>
<td>63.98</td>
<td>16.32</td>
</tr>
<tr>
<td>2. Morale</td>
<td>19.17</td>
<td>18.55</td>
<td>18.16</td>
<td>19.09</td>
<td>17.75</td>
<td>92.72</td>
<td>150</td>
<td>61.81</td>
<td>15.96</td>
</tr>
<tr>
<td>4. Quality of Work Life</td>
<td>9.60</td>
<td>11.24</td>
<td>10.97</td>
<td>9.27</td>
<td>9.65</td>
<td>50.73</td>
<td>75</td>
<td>67.64</td>
<td>17.46</td>
</tr>
<tr>
<td>5. Organisational Climate</td>
<td>20.10</td>
<td>19.21</td>
<td>19.40</td>
<td>17.77</td>
<td>20.40</td>
<td>96.88</td>
<td>150</td>
<td>64.99</td>
<td>16.68</td>
</tr>
<tr>
<td>6. Organisational Health</td>
<td>5.83</td>
<td>5.50</td>
<td>5.51</td>
<td>5.32</td>
<td>6.10</td>
<td>28.26</td>
<td>45</td>
<td>62.80</td>
<td>16.21</td>
</tr>
</tbody>
</table>

Source: Computed from Survey Data.
# TABLE 7.9
RANKING OF FACTORS DETERMINING ORGANISATIONAL EFFECTIVENESS

<table>
<thead>
<tr>
<th>Rank</th>
<th>Swadeshi Mills</th>
<th>Bharathi Mills</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Quality of Work Life</td>
<td>Quality of Work Life</td>
</tr>
<tr>
<td>2</td>
<td>Organisational Climate</td>
<td>Industrial Relations</td>
</tr>
<tr>
<td>3</td>
<td>Job Satisfaction</td>
<td>Organisational Climate</td>
</tr>
<tr>
<td>4</td>
<td>Industrial Relations</td>
<td>Job Satisfaction</td>
</tr>
<tr>
<td>5</td>
<td>Organisational Health</td>
<td>Organisational Health</td>
</tr>
<tr>
<td>6</td>
<td>Morale</td>
<td>Morale</td>
</tr>
</tbody>
</table>
Among the six factors, quality of work life comes first in Swadeshi Mills. It is followed by organisational health and morale. In both Swadeshi and Bharathi Mills, quality of work life, organisational health and morale are in the same ranks. However, in Swadeshi Mills industrial relations takes the second place. It is followed by organisational climate and job satisfaction.

In fine, the foregoing analysis makes it clear that all the six factors investigated contribute a significant share in determining organisational effectiveness. Hence, organisational effectiveness is not determined by one factor/variable alone. It is influenced by a number of factors/variables. All the factors included in the investigation have more or less the same share. Therefore, it is only just and right that organisational effectiveness is related to a number of factors. A similar conclusion has been arrived at in the studies made by Child (1974, 1975), Duncan (1973), Gibson et.al. (1973), Mott (1972), Negandhi and Reimann (1973) and Webb (1974). This proves the hypothesis, (H3) that organisational effectiveness is a multivariable phenomenon.
SUMMARY

The analysis of the perception of the employees about the various dimensions of organisational effectiveness establishes the fact that all the three groups of workers are generally more satisfied than the Supervisors and Executives. The low levels of satisfaction attained by Supervisors and Executives could be attributed to their great expectation. The share of the each factor in the existing level of organisational effectiveness is more or less the same. Thus all factors are equally responsible in augmenting the level of organisational effectiveness.