

## **CHAPTER – VI**

### **FINDING, CONCLUSIONS AND SUGGESTIONS**

In last chapter an effort was made to present analysis and interpretation of the data using various statistical tools. In this chapter an attempt is being made to present findings and conclusions that have been drawn from the analysis of the data made in earlier chapter.

At the end suggestions have been stated to develop a proper action plan so as to facilitate professional social workers placed in an industrial setup.

Each variable and its dimensions have been discussed independently for generating a better understanding of research findings. An attempt has also been made to analyze the findings in context of the hypothesis of the research problem and draw conclusions from it.

#### **Findings**

##### **A. Findings on Background information**

For proper analysis of the available data some background information about the respondents was surveyed. This shall provide the necessary inputs to the study in co-relating the finding with the background of the respondents. e.g. the age of the respondent might have an impact on the emotional intelligence of an individual.

- Out of the total of 403 respondents - 45.91% respondents are in the age group of 35 to 44 years and 37.47% i.e. 151 respondents are in the age group of 25 to 34 years. Only 16.63% i.e. 67 respondents are in the age group of 45 and above.

Hence it can be said that very large number of middle level executives i.e. 83.38% are young and below the age of 45 years in all the three industries.

- Out of the total of 403 respondents - 79.90% i.e. 322 respondents are Graduates and only 20.10% i.e. 81 respondents are Post-graduates.

Hence it can be said that in all the three industries very large number of middle management executives are basically only Graduates and very few of them are Post-graduates. The ratio of post-graduates versus graduates in all the three organization would come to 1:3.9.

- Out of the total of 403 respondents - 72.95% i.e. 294 respondents are having technical background and only 27.05% i.e. 109 respondents are with non-technical background. It can also be seen that Reliance and Essar are manufacturing organizations and hence they have more employees on technical side as compared to Adani which is a non-manufacturing organization.

Hence it can be said that very large number of technical respondents exists in all the three industries. The ratio of non-technical v/s technical comes to 1:2.6.

- Out of the total of 403 respondents - 71.22% i.e. 287 respondents are having tenure of 3 to 10 years with the organization. 23.33% i.e. 94 respondents are having a tenure of 11 to 20 years and only 5.46% i.e. 22 respondents are having a tenure of more than 21 years with the organization.

Hence it can be said that very large number of respondents are having tenure of less than 10 years with their respective organization. The ratio of employees having tenure of more than 21 years to that of other two categories would come to 1:4.2:13.

- Out of the total of 403 respondents - 30.27% i.e. 122 respondents are having total experience of 3 to 10 years. 45.41% i.e. 183 respondents are having total

experience of 11 to 20 years and only 24.32% i.e. 98 respondents are having total experience of more than 21 years in their entire career so far.

Hence it can be said that very large number of respondents are having less than 20 years of total experience and very few of them have more than 21 years of total experience. The ratio of employees having more than 21 years of experience to that of other two categories would come to: 1:1.8:1.2.

- Out of the total of 403 respondents - 63.52% i.e. 256 respondents are having their monthly income between Rs.20 to Rs.30 thousand per month. 32.26% i.e. 130 respondents have their monthly income in range of Rs.31 to Rs.40 thousand per month. Only 4.22% i.e. 17 respondents are in the range of Rs.41 to Rs.45 thousand per month.

Hence it can be said that very large number of respondents have their monthly income in the range of Rs.20 to Rs.40 thousand per month and very few draw more than Rs.40 thousand per month. This ratio of employees drawing more than Rs.40 thousand to that of other two categories comes to 1:7.6:15.

#### B. Findings on Organizational Effectiveness

Based on the responses received from respondents the following finding emerges with respect to the variable of organization effectiveness. An effort has been made to present the findings and draw conclusions based on the same.

- Amongst all the three organizations in order of rating, respondents of Reliance have rated highest on variable of Organization Effectiveness. Next comes Essar and then Adani.
- Considering 'Consensus' dimension of Organizational Effectiveness respondents of Reliance have rated highest. Next is Essar and then Adani. The Chi-square test for this dimension is rejected and hence each company's test needs to be analyzed separately.

- Taking into account 'Legitimization' dimension of Organizational Effectiveness respondents of Reliance have rated highest. Next is Essar and then Adani.  
The Chi-square test for this dimension is accepted and hence a common decision for all the three companies can be taken.
- Looking at 'Need for independence' dimension of Organizational Effectiveness respondents of Reliance have rated highest. Next is Adani and then Essar.  
The Chi-square test for this dimension is rejected and hence each company's results need to be analyzed separately.
- Analyzing 'Self Control' dimension of Organizational Effectiveness respondents of Reliance have rated highest. Next is Adani and then Essar.  
The Chi-square test for this dimension is rejected and hence each company's results needs to be analyzed separately.
- Interpreting 'Job Involvement' dimension of Organizational Effectiveness respondents of Adani have rated highest. Next is Reliance and then Essar.  
The Chi-square test for this dimension is accepted and hence a common decision may be taken.
- Considering 'Innovation' dimension of Organizational Effectiveness respondents of Adani have rated highest. Next is Reliance and then Essar.  
The Chi-square test for this dimension is accepted and hence a common decision may be taken.
- Taking into account 'Organizational Commitment' dimension of Organizational Effectiveness respondents of Reliance have rated highest. Next is Essar and then Adani.  
The Chi-square test for this dimension is rejected and hence each company's results need to be analyzed separately.
- Looking at 'Organizational attachment' dimension of Organizational Effectiveness respondents of Reliance have rated highest. Next is Essar and then Adani.  
The Chi-square test for this dimension is rejected and hence each company's results need to be analyzed separately.

- Analyzing 'Job Satisfaction' dimension of Organizational Effectiveness respondents of Reliance have rated highest. Next is Essar and then Adani. The Chi-square test for this dimension is rejected and hence each company's results needs to be analyzed separately.

- Age – In age group of 25 – 34 years respondents from Reliance have given high rating to 'Consensus' and low rating to 'Job involvement'. Respondents from Essar have given high rating to 'Job satisfaction' and low to 'Job involvement'. Respondents from Adani have given high rating to 'Consensus and Legitimization' and low rating to 'Self control'.

In age group of 35 – 44 years respondents from Reliance have given high rating to 'Consensus and Job satisfaction' and low rating to 'Self control'. Respondents from Essar have given high rating to 'Organizational commitment and Job satisfaction' and low to 'Job involvement'. Respondents from Adani have given high rating to 'Consensus' and low rating to 'Self control and Innovation'.

In age group of 45 & > 45 years respondents from Reliance have given high rating to 'Consensus' and low rating to 'Organizational commitment'. Respondents from Essar have given high rating to 'Consensus' and low to 'Organizational commitment and Job satisfaction'. Respondents from Adani have given high rating to 'Innovation' and low rating to 'Organizational commitment and Job satisfaction'.

- Education – Graduate respondents from Reliance have given high rating to 'Consensus' and low rating to 'Job involvement' while Post-graduate respondents from Reliance have given high rating to 'Consensus' and low rating to 'Innovation'.

Graduate respondents from Essar have given high rating to 'Consensus' and low rating to 'Organizational attachment' while Post-graduate respondents from Essar have given high rating to 'Consensus' and low rating to 'Innovation'.

Graduate respondents from Adani have given high rating to 'Innovation' and low rating to 'Job satisfaction' while Post-graduate respondents from Adani

have given high rating to 'Consensus' and low rating to 'Legitimization, Self control and Innovation'.

- Category – Technical respondents from Reliance have given high rating to 'Consensus' and low rating to 'Job involvement' while Non-technical respondents from Reliance have given high rating to 'Job satisfaction' and low rating to 'Job involvement'.

Technical respondents from Essar have given high rating to 'Consensus' and low rating to 'Organizational attachment' while Non-technical respondents from Essar have given high rating to 'Job satisfaction and Organizational attachment' and low rating to 'Need for independence and self control'.

Technical respondents from Adani have given high rating to 'Innovation' and low rating to 'Job satisfaction' while Non-technical respondents from Adani have given high rating to 'Job satisfaction' and low rating to 'self control'.

- Tenure – In tenure of 3 to 10 years respondents from Reliance have given high rating to 'Consensus' and low rating to 'Job involvement'. Respondents from Essar have given high rating to 'Consensus' and low to 'Organizational attachment'. Respondents from Adani have given high rating to 'Consensus and Legitimization' and low rating to 'Job satisfaction'.

In tenure of 11 to 20 years respondents from Reliance have given high rating to 'Consensus' and low rating to 'Job involvement'. Respondents from Essar have given high rating to 'Consensus' and low to 'Self control'. Respondents from Adani have given high rating to 'Consensus and Need for independence' and low rating to 'Innovation'.

In tenure of 21 & > 21 years in Reliance there are no respondents. Respondents from Essar have given high rating to 'Legitimization' and low to 'Self control'. Respondents from Adani have given high rating to 'Innovation' and low rating to 'Organizational commitment and Job satisfaction'.

- Total experience – In total experience of 3 to 10 years respondents from Reliance have given high rating to 'Consensus' and low rating to 'Job involvement'. Respondents from Essar have given high rating to 'Job

satisfaction' and low to 'Job involvement and Self control'. Respondents from Adani have given high rating to 'Job satisfaction and Legitimization' and low rating to 'Self control'.

In total experience of 11 to 20 years respondents from Reliance have given high rating to 'Job satisfaction' and low rating to 'Job involvement'. Respondents from Essar have given high rating to 'Job satisfaction and Organizational attachment' and low to 'Job involvement and Self control'. Respondents from Adani have given high rating to 'Consensus and Organizational commitment' and low rating to 'Self control and Innovation'.

In total experience of 21 & > 21 years respondents from Reliance have given high rating to 'Consensus' and low rating to 'Self control and Organizational commitment'. Respondents from Essar have given high rating to 'Consensus' and low to 'Organizational attachment. Respondents from Adani have given high rating to 'Innovation' and low rating to 'Job satisfaction'.

- Monthly income – In income range of Rs.20 to Rs.30 thousand respondents from Reliance have given high rating to 'Consensus' and low rating to 'Job involvement'. Respondents from Essar have given high rating to 'Consensus' and low to 'Organizational commitment'. Respondents from Adani have given high rating to 'Legitimization and Innovation' and low rating to 'Job satisfaction'.

In income range of Rs.30 to Rs.40 thousand respondents from Reliance have given high rating to 'Job satisfaction' and low rating to 'Self control'. Respondents from Essar have given high rating to 'Job satisfaction and Organizational commitment' and low to 'Self control'. Respondents from Adani have given high rating to 'Organizational attachment and Job satisfaction' and low rating to 'Innovation'.

In income range of Rs.41 to Rs.45 thousand in Essar and Reliance there are only 2 respondents and hence the analysis would not be judicious. Respondents from Adani have given high rating to 'Consensus and Innovation' and low rating to 'Legitimization and Self control'.

### **Hypothesis 1:**

Organizational Effectiveness will be higher in Reliance as compared to Essar and Adani.

Hypothesis 1 has been proved by the present study. As can be construed from the conclusions Reliance is 12% higher than Essar and 14 % higher than Adani on variable of Organizational Effectiveness.

### **Hypothesis 2:**

Organizational Effectiveness might have a direct positive co-relationship with the Emotional Intelligence of employees. This means that the employee's Emotional Intelligence will be positively co-related to Organizational Effectiveness.

Hypothesis 2 has been proved by the present study. As can be construed from the conclusions Reliance is 1<sup>st</sup> on Organizational Effectiveness and Emotional Intelligence both. Similarly 2<sup>nd</sup> on both the variables is Essar and 3<sup>rd</sup> in rank is Adani.

### **C. Findings on Productivity**

Based on the responses received from respondents the following finding emerges with respect to the variable of Productivity. An effort has been made to present the findings and draw conclusions based on the same.

- Amongst all the three organizations in order of rating, respondents of Reliance have rated highest on variable of Productivity. Next comes Essar and then Adani. Essar and Adani are very close to each other and hence can be considered almost at the same level.
- Considering 'Learning attitude' dimension of Productivity respondents of Reliance have rated highest. Next is Adani and then Essar.

The Chi-square test for this dimension is rejected and hence each company's test needs to be analyzed separately.



- Taking into account 'Motivational morale' dimension of Productivity respondents of Reliance have rated highest. Next is Adani and then Essar.  
The Chi-square test for this dimension is rejected and hence each company's test needs to be analyzed separately.
  - Looking at 'Discipline' dimension of Productivity respondents of Reliance have rated highest. Next is Adani and then Essar.  
The Chi-square test for this dimension is accepted and hence a common decision may be taken.
  - Analyzing 'Working conditions' dimension of Productivity respondents of Reliance have rated highest. Next is Adani and then Essar.  
The Chi-square test for this dimension is rejected and hence each company's results need to be analyzed separately.
  - Interpreting 'Work methodology' dimension of Productivity respondents of Reliance have rated highest. Next is Essar and then Adani.  
The Chi-square test for this dimension is rejected and hence each company's results need to be analyzed separately.
  - Age – In age group of 25 – 34 years respondents from Reliance have given high rating to 'Learning attitude' and low rating to 'Work methodology'. Respondents from Essar have given high rating to 'Learning attitude and Working conditions' and low to 'Discipline'. Respondents from Adani have given high rating to 'Motivation morale' and low rating to 'Work methodology'.
- In age group of 35 – 44 years respondents from Reliance have given high rating to 'Work methodology' and low rating to 'Learning attitude'. Respondents from Essar have given high rating to 'Motivational morale' and low to 'Learning attitude'. Respondents from Adani have given high rating to 'Motivational morale' and low rating to 'Working methodology'.
- In age group of 45 & > 45 years respondents from Reliance have given high rating to 'Motivational morale' and low rating to 'Discipline'. Respondents from Essar have given high rating to 'Discipline' and low to 'Work methodology'.

Respondents from Adani have given high rating to 'Discipline' and low rating to 'Motivational morale'.

- Education – Graduate respondents from Reliance have given high rating to 'Motivational morale' and low rating to 'Discipline' while Post-graduate respondents from Reliance have given high rating to 'Motivational morale' and low rating to 'Discipline'.

Graduate respondents from Essar have given high rating to 'Discipline' and low rating to 'Work methodology' while Post-graduate respondents from Essar have given high rating to 'Motivational morale' and low rating to 'Learning attitude and Working conditions'.

Graduate respondents from Adani have given high rating to 'Discipline' and low rating to 'Work methodology' while Post-graduate respondents from Adani have given high rating to 'Motivational morale' and low rating to 'Discipline'.

- Category – Technical respondents from Reliance have given high rating to 'Motivational morale' and low rating to 'Discipline' while Non-technical respondents from Reliance have given high rating to 'Motivational morale' and low rating to 'Discipline'.

Technical respondents from Essar have given high rating to 'Discipline' and low rating to 'Work methodology' while Non-technical respondents from Essar have given high rating to 'Motivational morale and Working conditions' and low rating to 'Discipline'.

Technical respondents from Adani have given high rating to 'Discipline' and low rating to 'Motivational morale' while Non-technical respondents from Adani have given high rating to 'Motivational morale' and low rating to 'Work methodology'.

- Tenure – In tenure of 3 to 10 years respondents from Reliance have given high rating to 'Motivational morale' and low rating to 'Discipline'. Respondents from Essar have given high rating to 'Discipline' and low to 'Motivational morale and Work methodology'. Respondents from Adani have given high rating to 'Motivational morale' and low rating to 'Work methodology'.

In tenure of 11 to 20 years respondents from Reliance have given high rating to 'Motivational morale' and low rating to 'Learning attitude'. Respondents from Essar have given high rating to 'Discipline' and low to 'Learning attitude and working conditions'. Respondents from Adani have given high rating to 'Working conditions' and low rating to 'Work methodology'.

In tenure of 21 & > 21 years in Reliance there are no respondents. Respondents from Essar have given high rating to 'Motivational morale' and low to 'Discipline'. Respondents from Adani have given high rating to 'Discipline' and low rating to 'Work methodology and Motivational morale'.

- Total experience – In total experience of 3 to 10 years respondents from Reliance have given high rating to 'Learning attitude' and low rating to 'Discipline'. Respondents from Essar have given high rating to 'Working conditions' and low to 'Learning attitude'. Respondents from Adani have given high rating to 'Motivational morale' and low rating to 'Discipline and Work methodology'.

In total experience of 11 to 20 years respondents from Reliance have given high rating to 'Working methodology' and low rating to 'Discipline'. Respondents from Essar have given high rating to 'Working methodology' and low to 'Discipline'. Respondents from Adani have given high rating to 'Motivational morale' and low rating to 'Work methodology'.

In total experience of 21 & > 21 years respondents from Reliance have given high rating to 'Motivational morale' and low rating to 'Working methodology'. Respondents from Essar have given high rating to 'Discipline' and low to 'Work methodology'. Respondents from Adani have given high rating to 'Discipline' and low rating to 'Work methodology'.

- Monthly income – In income range of Rs.20 to Rs.30 thousand respondents from Reliance have given high rating to 'Motivational morale' and low rating to 'Discipline'. Respondents from Essar have given high rating to 'Discipline' and low to 'Motivational morale and Work methodology'. Respondents from Adani have given high rating to 'Discipline' and low rating to 'Work methodology'.

In income range of Rs.31 to Rs.40 thousand respondents from Reliance have given high rating to 'Motivational morale' and low rating to 'Discipline'. Respondents from Essar have given high rating to 'Working conditions' and low to 'Learning attitude, Discipline and Work methodology'. Respondents from Adani have given high rating to 'Discipline' and all other dimensions are on equal counts.

In income range of Rs.41 to Rs.45 thousand in Essar and Reliance there are only 2 respondents and hence the analysis would not be judicious. In case of Adani there are only 4 respondents and hence the analysis would not be judicious.

### **Hypothesis 3:**

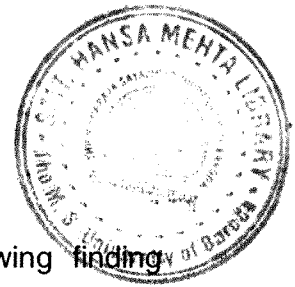
Employee's individual Productivity might have a direct positive co-relationship with the Organizational Effectiveness of employees. This means that the employee's individual Productivity will be positively co-related to Organizational Effectiveness. Hypothesis 3 has been proved by the present study. As can be construed from the conclusions Reliance is 1<sup>st</sup> on Productivity and Organizational Effectiveness both. Similarly 2<sup>nd</sup> on both the variables is Essar and 3<sup>rd</sup> in rank is Adani.

### **Hypothesis 4:**

Higher the average salary – Higher would be the Individual Productivity of an employee.

Hypothesis 4 has not been proved by the present study. As can be construed from the conclusions the average salary in Essar is highest, next is Reliance and last comes Adani.

While in case of individual productivity 1<sup>st</sup> is Reliance, 2<sup>nd</sup> is Essar and 3<sup>rd</sup> is Adani.



#### D. Findings on Emotional Intelligence

Based on the responses received from respondents the following finding emerges with respect to the variable of Emotional Intelligence. An effort has been made to present the findings and draw conclusions based on the same.

- Amongst all the three organizations in order of rating, respondents of Reliance have rated highest on variable of Emotional Intelligence. Next comes Essar and then Adani. Essar and Adani are very close to each other and hence can be considered almost at the same level.
- Considering 'Work' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Essar and then Adani.  
The Chi-square test for this dimension is accepted and hence a common decision may be taken.
- Taking into account 'Emotional self-awareness' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Adani and then Essar.  
The Chi-square test for this dimension is accepted and hence a common decision may be taken.
- Looking at 'Emotional expression' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Essar and then Adani.  
The Chi-square test for this dimension is accepted and hence a common decision may be taken.
- Analyzing 'Emotional awareness of others' dimension of Emotional Intelligence respondents of Essar have rated highest. Next is Reliance and then Adani.  
The Chi-square test for this dimension is accepted and hence a common decision may be taken.
- Interpreting 'EQ competencies internationality' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Essar and then Adani.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Considering 'Creativity' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Adani and then Essar.

The Chi-square test for this dimension is rejected hence each company's results needs to be analyzed separately.

- Taking into account 'Resilience' dimension of Emotional Intelligence respondents of Essar have rated highest. Next is Adani and then Reliance.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Looking at 'Interpersonal connection' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Adani and then Essar.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Analyzing 'Constructive discontent' dimension of Emotional Intelligence respondents of Essar have rated highest. Next is Reliance and then Adani.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Interpreting 'EQ values and beliefs comparison' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Adani and then Essar.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Considering 'Outlook' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Essar and then Adani.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Taking into account 'Trust radius' dimension of Emotional Intelligence respondents of Essar have rated highest. Next is Reliance and then Adani.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Looking at 'Personal power' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Essar and then Adani.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Analyzing 'Integrity' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Essar and then Adani.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Interpreting 'General health' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Adani and then Essar.

The Chi-square test for this dimension is rejected hence each company's results need to be analyzed separately.

- Considering 'Quality of life' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Essar and then Adani.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Taking into account 'Relationship quotients' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Essar and then Adani.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Looking at 'Optional performance' dimension of Emotional Intelligence respondents of Reliance have rated highest. Next is Essar and then Adani.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Analyzing 'Personality traits' dimension of Emotional Intelligence respondents of Adani have rated highest. Next is Reliance and then Essar.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Age – In age group of 25 – 34 years respondents from Reliance have given high rating to 'Creativity' and low rating to 'Integrity'. Respondents from Essar have given high rating to 'General Health' and low to 'Integrity'. Respondents from Adani have given high rating to 'Relationship quotients' and low rating to 'Integrity'.

In age group of 35 – 44 years respondents from Reliance have given high rating to 'Relationship quotients' and low rating to 'Personal power'. Respondents from Essar have given high rating to 'General health' and low to 'Integrity'. Respondents from Adani have given high rating to 'General health' and low rating to 'Integrity'.

In age group of 45 & > 45 years respondents from Reliance have given high rating to 'Personality traits' and low rating to 'Integrity'. Respondents from Essar have given high rating to 'Relationship quotient' and low to 'Personal power'. Respondents from Adani have given high rating to 'Resilience' and low rating to 'Integrity and Personal power'.

- Education – Graduate respondents from Reliance have given high rating to 'Relationship quotients' and low rating to 'Integrity' while Post-graduate respondents from Reliance have given high rating to 'Relationship quotients' and low rating to 'Integrity'.

Graduate respondents from Essar have given high rating to 'Relationship quotients' and low rating to 'Integrity' while Post-graduate respondents from Essar have given high rating to 'General health' and low rating to 'EQ values and beliefs comparison, Integrity and Innovation'.

Graduate respondents from Adani have given high rating to 'Relationship quotients' and low rating to 'Integrity' while Post-graduate respondents from Adani have given high rating to 'Relationship quotients' and low rating to 'Integrity'.



- Category – Technical respondents from Reliance have given high rating to 'Relationship quotients' and low rating to 'Integrity' while Non-technical respondents from Reliance have given high rating to 'Relationship quotient' and low rating to 'Integrity'.

Technical respondents from Essar have given high rating to 'Relationship quotient' and low rating to 'Personal power' while Non-technical respondents from Essar have given high rating to 'General health' and low rating to 'Integrity'.

Technical respondents from Adani have given high rating to 'Relationship quotients' and low rating to 'Integrity' while Non-technical respondents from Adani have given high rating to 'Relationship quotients and General health' and low rating to 'Integrity'.

- Tenure – In tenure of 3 to 10 years respondents from Reliance have given high rating to 'Relationship quotients' and low rating to 'Integrity'. Respondents from Essar have given high rating to 'Relationship quotient' and low to 'Personal power'. Respondents from Adani have given high rating to 'General health' and low rating to 'Integrity'.

In tenure of 11 to 20 years respondents from Reliance have given high rating to 'Personality traits' and low rating to 'Integrity'. Respondents from Essar have given high rating to 'General health' and low to 'Integrity'. Respondents from Adani have given high rating to 'General health' and low rating to 'Integrity'.

In tenure of 21 & > 21 years in Reliance there are no respondents. Respondents from Essar have given high rating to 'General health' and low to 'Emotional expression, Integrity and Optional performance'. In Adani there are no respondents.

- Total experience – In total experience of 3 to 10 years respondents from Reliance have given high rating to 'Relationship quotient' and low rating to 'Integrity'. Respondents from Essar have given high rating to 'General health' and low to 'Integrity'. Respondents from Adani have given high rating to 'Relationship quotients and Personality traits' and low rating to 'Integrity'.

In total experience of 11 to 20 years respondents from Reliance have given high rating to 'Relationship quotients' and low rating to 'Integrity'. Respondents from Essar have given high rating to 'General health' and low to 'Integrity'. Respondents from Adani have given high rating to 'General health' and low rating to 'Integrity'.

In total experience of 21 & > 21 years respondents from Reliance have given high rating to 'General health' and low rating to 'Integrity'. Respondents from Essar have given high rating to 'Relationship quotients' and low to 'Personal power'. Respondents from Adani have given high rating to 'Constructive discontent' and low rating to 'Integrity'.

- Monthly income – In income range of Rs.20 to Rs.30 thousand respondents from Reliance have given high rating to 'Relationship quotients' and low rating to 'Integrity'. Respondents from Essar have given high rating to 'Relationship quotients' and low to 'Work'. Respondents from Adani have given high rating to 'Relationship quotients' and low rating to 'Integrity'.

In income range of Rs.31 to Rs.40 thousand respondents from Reliance have given high rating to 'Relationship quotient' and low rating to 'Integrity'. Respondents from Essar have given high rating to 'General health' and low to 'Integrity'. Respondents from Adani have given high rating to 'General health' and low to 'Integrity'.

In income range of Rs.41 to Rs.45 thousand in Essar and Reliance there are only 2 -3 respondents. In case of Adani there are only 4 respondents and hence the analysis would not be judicious.

#### **Hypothesis 5:**

General condition of health and personality traits of employees might have positive co-relationship with the other dimensions of Emotional Intelligence. This means that organization which would be 1<sup>st</sup> on dimension of 'General health' and 'Personality traits' would also be 1<sup>st</sup> on the overall ranking of Emotional Intelligence.

Hypothesis 5 has not been proved by the present study. As can be construed from the conclusions Reliance is 1<sup>st</sup>, Essar is 2<sup>nd</sup> and Adani is 3<sup>rd</sup> in the overall ranking of Emotional Intelligence.

While this chronology is not maintained on dimensions of 'General health' and 'Personality traits'. Here though Reliance is 1<sup>st</sup> but the 2<sup>nd</sup> is Adani and 3<sup>rd</sup> comes Essar.

#### **Hypothesis 6:**

Higher the Education – Higher would be the Emotional Intelligence of an employee.

Hypothesis 6 has not been proved by the present study. As can be construed from the conclusions considering education as a base Adani, Essar and Reliance in chronological order are having more number of post-graduate employees.

While this chronology is not maintained on variable of Emotional Intelligence. Here the order is 1<sup>st</sup> Reliance, 2<sup>nd</sup> Essar and 3<sup>rd</sup> Adani.

#### **E. Findings on Work values**

Based on the responses received from respondents the following finding emerges with respect to the variable of Work values. An effort has been made to present the findings and draw conclusions based on the same.

- Amongst all the three organizations in order of rating, respondents of Reliance have rated highest on variable of Work values. Next comes Essar and then Adani.
- Considering 'Interest in work' dimension of Work values respondents of Reliance have rated highest. Next is Essar and then Adani.  
The Chi-square test for this dimension is rejected hence each company's results need to be analyzed separately.
- Taking into account 'Supervisory treatment' dimension of Work values respondents of Reliance have rated highest. Next is Essar and then Adani.

The Chi-square test for this dimension is rejected hence each company's results need to be analyzed separately.

- Looking at 'Participation' dimension of Work values respondents of Essar have rated highest. Next is Reliance and then Adani.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Analyzing 'Rewards and punishment' dimension of Work values respondents of Reliance have rated highest. Next is Adani and then Essar.

The Chi-square test for this dimension is rejected hence each company's results need to be analyzed separately.

- Interpreting 'Praise and blame' dimension of Work values respondents of Essar have rated highest. Next is Adani and then Reliance.

The Chi-square test for this dimension is accepted and hence a common decision may be taken.

- Considering 'Favoritism' dimension of Work values respondents of Reliance have rated highest. Next is Essar and then Adani.

The Chi-square test for this dimension is rejected hence each company's results need to be analyzed separately.

- Age – In age group of 25 – 34 years respondents from Reliance have given high rating to 'Interest in work' and low rating to 'Participation'. Respondents from Essar have given high rating to 'Interest in work' and low to 'Participation'. Respondents from Adani have given high rating to 'Interest in work and Supervisory treatment' and low rating to 'Participation'.

In age group of 35 – 44 years respondents from Reliance have given high rating to 'Interest in work' and low rating to 'Participation'. Respondents from Essar have given high rating to 'Interest in work' and low to 'Participation'. Respondents from Adani have given high rating to 'Interest in work' and low rating to 'Participation'.

In age group of 45 & > 45 years respondents from Reliance have given high rating to 'Interest in work' and low rating to 'Participation'. Respondents from

Essar have given high rating to 'Praise and blame' and low to 'Favoritism'. Respondents from Adani have given high rating to 'Praise and blame' and low rating to 'Favoritism'.

- Education – Graduate respondents from Reliance have given high rating to 'Interest in work' and low rating to 'Participation' while Post-graduate respondents from Reliance have given high rating to 'Interest in work' and low rating to 'Praise and blame'.

Graduate respondents from Essar have given high rating to 'Praise and blame' and low rating to 'Favoritism' while Post-graduate respondents from Essar have given high rating to 'Interest in work' and low rating to 'Praise and blame'.

Graduate respondents from Adani have given high rating to 'Praise and blame' and low rating to 'Favoritism' while Post-graduate respondents from Adani have given high rating to 'Supervisory treatment' and low rating to 'Participation'.

- Category – Technical respondents from Reliance have given high rating to 'Interest in work' and low rating to 'Participation' while Non-technical respondents from Reliance have given high rating to 'Interest in work' and low rating to 'Participation'.

Technical respondents from Essar have given high rating to 'Interest in work' and low rating to 'Favoritism' while Non-technical respondents from Essar have given high rating to 'Supervisory treatment' and low rating to 'Interest in work'.

Technical respondents from Adani have given high rating to 'Praise and blame' and low rating to 'Favoritism' while Non-technical respondents from Adani have given high rating to 'Interest in work and supervisory treatment' and low rating to 'Participation'.

- Tenure – In tenure of 3 to 10 years respondents from Reliance have given high rating to 'Interest in work' and low rating to 'Participation'. Respondents from Essar have given high rating to 'Praise and blame' and low to 'Favoritism'. Respondents from Adani have given high rating to 'Rewards and punishment' and low rating to 'Participation'.

In tenure of 11 to 20 years respondents from Reliance have given high rating to 'Supervisory treatment' and low rating to 'Participation'. Respondents from Essar have given high rating to 'Supervisory treatment' and low to 'Participation'. Respondents from Adani have given high rating to 'Interest in work and Supervisory treatment' and low rating to 'Participation'.

In tenure of 21 & > 21 years in Reliance there are no respondents. Respondents from Essar have given high rating to 'Rewards and punishment' and low to 'Participation'. In Adani respondents have given high rating to 'Praise and blame and low rating to 'Rewards and punishment and favoritism.

- Total experience – In total experience of 3 to 10 years respondents from Reliance have given high rating to 'Interest in work' and low rating to 'Participation'. Respondents from Essar have given high rating to 'Supervisory treatment' and low to 'Participation'. Respondents from Adani have given high rating to 'Favoritism' and low rating to 'Participation and Praise and blame'.

In total experience of 11 to 20 years respondents from Reliance have given high rating to 'Interest in work' and low rating to 'Participation'. Respondents from Essar have given high rating to 'Interest in work' and low to 'Participation'. Respondents from Adani have given high rating to 'Interest in work and Supervisory treatment' and low rating to 'Participation'.

In total experience of 21 & > 21 years respondents from Reliance have given high rating to 'Interest in work' and low rating to 'Participation'. Respondents from Essar have given high rating to 'Praise and blame' and low to 'Favoritism'. Respondents from Adani have given high rating to 'Praise and blame' and low rating to 'Favoritism'.

- Monthly income – In income range of Rs.20 to Rs.30 thousand respondents from Reliance have given high rating to 'Interest in work' and low rating to 'Participation'. Respondents from Essar have given high rating to 'Praise and blame' and low to 'Favoritism. Respondents from Adani have given high rating to 'Praise and blame' and low rating to 'Favoritism'.

In income range of Rs.31 to Rs.40 thousand respondents from Reliance have given high rating to 'Supervisory treatment' and low rating to 'Participation'. Respondents from Essar have given high rating to 'Interest in work' and low to 'Supervisory treatment'. Respondents from Adani have given high rating to 'Interest in work' and low to 'Participation'.

In income range of Rs.41 to Rs.45 thousand in Essar and Reliance there are only 2 respondents. In case of Adani there are only 3 respondents and hence the analysis would not be judicious.

#### **Hypothesis 7:**

Employee's Work values might have a direct positive co-relationship with the Productivity of employees. This means that the employee's Work values will be positively co-related to Productivity

Hypothesis 7 has been proved by the present study. As can be construed from the conclusions Reliance is 1<sup>st</sup> on Work values and Productivity both. Similarly 2<sup>nd</sup> on both the variables is Essar and 3<sup>rd</sup> in rank is Adani.

#### **Hypothesis 8:**

Organizational Effectiveness and Productivity on one end and Emotional Intelligence and Work values on the other end put together will have direct positive co-relationship.

Hypothesis 8 has been proved by the present study. As can be construed from the conclusions Reliance is 1<sup>st</sup>, Essar is 2<sup>nd</sup> and Adani is 3<sup>rd</sup> when Organizational Effectiveness and Productivity are taken together on one end and Emotional Intelligence and Work values are taken to gather on the other end. Hence they have direct positive co-relationship.

## **Conclusions and Suggestions**

### **A. Conclusions on Background information**

- In all the three industries middle management employees are very young and hence possibly are major contributors to the growth and progress of the organization.
- In all the three industries no respondent at middle level is less than a graduate and most of them have passed through various recruitment filters. This speaks about their intellectual and academic contribution in the growth and the progress of the organization.
- Reliance and Essar are manufacturing organization and hence have more number of technical executives at middle management level. On the other hand Adani is a commercial organization and hence have more number of non-technical executives.
- All the three organizations are relatively young and hence have a very large group with less than 10 years of tenure with the organization. It is significantly observed that Adani being a family based organization and seems to be operating through a group of loyalists and hence have more number of old timers having more than 21 years of service.
- In all the three organizations middle management consists of more number of executives having total experience in the range of 11 to 20 years. This is in line with the general trend in any current and growing industrial setup.
- All the three organizations are very well paying organizations and are comparable with the best in industries. Salary structure of top level in other industries, is being paid at middle management level in these industries.

### **B. Conclusions and Suggestions on Organizational Effectiveness**

- On variable of Organizational Effectiveness the overall positive ranking of all the three organizations is as follows:



- 1<sup>st</sup> Reliance Industries - 82.02%
- 2<sup>nd</sup> Essar industries - 70.08%
- 3<sup>rd</sup> Adani group - 68.83%

- With reference to 9 dimensions of Organizational Effectiveness the below mentioned table shows the highest and lowest scoring in all the three industries.

Table - 154

At a glance-The final analysis of higher and lower ranking of 9 dimensions of organizational effectiveness

Industry	Highest	Lowest
Reliance	Consensus	Job involvement
Essar	Consensus	Self control
Adani	Consensus/Legitimization	Job satisfaction

- It is interesting to note that in all the three organizations 'Consensus' dimension is rated highest. This means that, there exists a strong uniformity in perception about role and responsibilities and positive attitude of employees. It also reveals the internal oneness that the employees have in understanding the mission and vision of the organization.

This dimension therefore is the under current of success. It has been the major contributor to the phenomenal growth of all the three organizations.

In Adani respondents have also given equal high rating to Legitimization it projects the mutual relationship between superiors and subordinates. Superiors in the organization command respect by virtue of their attitude and behavior.

- In Reliance respondents have rated low on 'Job involvement' meaning thereby that the organization being very big there exists a crisis of identity. Degree of psychological identification with one's own contribution to the total output is very low.

In Essar 'Self control' seems to be an area of concern. Respondents attachment towards the organization i.e. sense of belongingness for an

organization seems to be an area of concern. This seems to be little logical since as is known 'Essar' has passed through difficult times in last few years. This uncertainty might have resulted into a little detachment for an organization.

As a result of this employee would be more tuned to close supervision and managerial control. This resulted into an attitude of 'Do as decided' rather than being self-responsible and innovative towards job.

In Adani 'Self control' seems to be an area of concern. As stated earlier basically Adani has grown from a family based trading house to a professionally managed company in only last few years. Hence level of satisfaction is likely to be low. Employees would not be comfortable between responsibilities and authorities. Targets given to would be very challenging, company's vision would not be very transparent and known to all. These grey shades would ultimately lead to rating of low level of Job satisfaction in minds of middle management employees.

#### C. Conclusions and Suggestions on Productivity

- On variable of Productivity the overall positive ranking of all the three organizations is as follows:

1 <sup>st</sup>	Reliance Industries	- 84.93%
2 <sup>nd</sup>	Essar industries	- 66.32%
3 <sup>rd</sup>	Adani group	- 65.85%

- With reference to 5 dimensions of Productivity the below mentioned table shows the highest and lowest scoring in all the three industries.

Table - 155

At a glance-The final analysis of higher and lower ranking of 5 dimensions of Productivity

Industry	Highest	Lowest
Reliance	Motivational morale	Discipline
Essar	Discipline	Work methodology
Adani	Discipline	Work methodology

- In Reliance the high rating is given to 'Motivational morale' dimension of Productivity. This means that the employee's morale in these organizations is very high and they are go-getter and self starter employees. They meet their targets in time and incentives are secondary to them.

In Essar and Adani the high rating is given to 'Discipline' dimension of Productivity. This means that the employees are very disciplined and would not be able to tolerate any type of indiscipline from outsiders and new comers. They are regular in attendance and very consistence in behavior.

- It is interesting to note that in Reliance respondents have been rated low on 'Discipline' which is contradictory to general belief about the organization.

In Essar and Adani the low rating has been given to work methodology. It means that these organizations needs to improve upon their working systems and procedures. Proper documentation and manual should be made public so as to help employees understand the totality of the working conditions, level of responsibility and level of authority.

#### D. Conclusions and Suggestions on Emotional Intelligence

- On variable of Emotional Intelligence the overall positive ranking of all the three organizations is as follows:

1 <sup>st</sup>	Reliance Industries	- 75.03%
2 <sup>nd</sup>	Essar industries	- 71.38%
3 <sup>rd</sup>	Adani group	- 68.29%

- With reference to 19 dimensions of Emotional Intelligence the below mentioned table shows the highest and lowest scoring in all the three industries.

Table - 156

At a glance-The final analysis of higher and lower ranking of 19 dimensions of Emotional Intelligence

Industry	Highest	Lowest
Reliance	Relationship quotient	Integrity
Essar	Relationship quotient	Integrity
Adani	Relationship quotient	Integrity

- It is a bit surprising and interesting to note that in all the three organizations the high rating is given to 'Relationship quotient' dimension of Emotional Intelligence. This means that the interpersonal relationship amongst employees is extremely good. People are comfortable in sharing their pains and pleasures with each other. There is a sense of deep love and care for others in the entire set-up. This seems to be possible because of the three organizations taking lot of care in understanding people and develop a spirit of in-house family. This reduces the internal politics and creates a very conducive environment for employee retention. The human capital which these organizations have is the best available in the county and hence the employees are more likely to be emotionally matured.
- Very surprisingly It can be seen that in all the three organizations respondents have rated dimensions of 'Integrity' at the lowest level amongst the 19 dimensions of Emotional Intelligence. This means that they believe that honesty, commitment and justice can be yet brought to higher levels in an organizations. Management needs to adopt a judicial approach on issues related to an employees and these in terms shall improve the level of integrity in all the three organizations.

**E. Conclusions and Suggestions on Work values**

- On variable of Work values the overall positive ranking of all the three organizations is as follows:

- 1<sup>st</sup> Reliance Industries - 75.76%
- 2<sup>nd</sup> Essar industries - 66.52%
- 3<sup>rd</sup> Adani group - 64.63%

- With reference to 6 dimensions of Work values the below mentioned table shows the highest and lowest scoring in all the three industries.

Table - 157

At a glance-The final analysis of higher and lower ranking of 6 dimensions of Work values

Industry	Highest	Lowest
Reliance	Interest in work	Participation
Essar	Interest in work	Favouritism
Adani	Interest in work	Favouritism

- As can be seen from the above Table No -157, all the three organization have been rated high on 'Interest in work' dimension of Work values. This means that employees develop interest in the what they do and hence the output obviously would be good. They get an opportunity to display their talent and skills in the job. Organization also takes care to allocate work based on the interest of the employee and employee in turn reciprocates the same by contributing the best that they have.
- As can be seen from the Table No-157 respondents in Reliance have rated 'Participation' as at the lowest. This indicates that the size of the organization limits the identity of an employee. Employees do not have a sense of participation and most of the times are confined to complying to instructions or doing as suggested.

In case of Essar and Adani the low rating has been given to Favoritism. This means that employees experience partiality exercised by management while recruiting and promoting an employee. Organization needs to develop a transparent system wherein decisions are governed by systems and not by personal judgment.

Table - 158

At a glance – The final analysis of high and low ratings of all dimensions of four variables in all the three organizations.

<b>Organizational Effectiveness</b>		
Industry	High	Low
Reliance	Consensus	Job involvement
Essar	Consensus	Self control
Adani	Consensus and Legitimization	Job satisfaction

<b>Productivity</b>		
Industry	High	Low
Reliance	Motivational morale	Discipline
Essar	Discipline	Work methodology
Adani	Discipline	Work methodology

<b>Emotional Intelligence</b>		
Industry	High	Low
Reliance	Relationship quotient	Integrity
Essar	Relationship quotient	Integrity
Adani	Relationship quotient	Integrity

<b>Work values</b>		
Industry	High	Low
Reliance	Interest in work	Participation
Essar	Interest in work	Favouritism
Adani	Interest in work	Favouritism

Table - 159

Table showing co-relation of Organizational Effectiveness and Productivity on one end with reference to Emotional Intelligence and Work values on the other end.

Average values	High ratings					
Variable	Reliance		Essar		Adani	
	Avg high	% of 207	Avg high	% of 114	Avg high	% of 82
Organizational Effectiveness	169.78	82.02%	79.89	70.08%	56.44	68.83%
Productivity	175.80	84.93%	75.60	66.32%	54.00	65.85%
Average of both the variables	171.29	83.47	77.74	68.20	55.22	67.34
<b>Ranking</b>	<b>First</b>		<b>Second</b>		<b>Third</b>	

Average values	High ratings					
Variable	Reliance		Essar		Adani	
	Avg high	% of 207	Avg high	% of 114	Avg high	% of 82
Emotional Intelligence	155.32	75.03%	81.37	71.38%	56.00	68.29%
Work Values	156.83	75.76%	75.83	66.52%	53.00	64.63%
Average of both the variables	156.07	75.39	78.60	68.90	54.50	66.46
<b>Ranking</b>	<b>First</b>		<b>Second</b>		<b>Third</b>	

Average values	High ratings					
Variable	Reliance		Essar		Adani	
	Avg high	% of 207	Avg high	% of 114	Avg high	% of 82
Overall and grand average of all four variables	164.43	79.44%	78.17	68.57%	54.86	66.90%
<b>Ranking</b>	<b>First</b>		<b>Second</b>		<b>Third</b>	

As can be seen from this Table No.159, considering all variables put together Reliance is first, Essar is second and Adani is third. However, there is only a marginal difference between the three organizations.

### **Proposed Action Line for Practicing HR Professionals in these Organizations**

Human Resources Policy plays a very vital role in growth and development of an organization. The first and foremost task of HR Professional would be to formulate a right type of HR policy incorporating below stated basic principles.

1. Principle of Common Interest

The management as well as workers should think that their interests are not separate and that they can be achieved only through common effort. Personnel policies must be based on the principle of common interest.

2. Principle of Participation:

Workers should be allowed to participate not only in the formulation of policies but also in its implementation. Problems can be minimized with the co-operation of workers.

3. Principle of Security

Policies set patterns of behavior and permit employees to work more confidently. Arbitrary actions are minimized. As a result, employees feel a sense of security.

4. Principle of Work and Accomplishment

Workers not only want security of work but they also desire good pay, satisfaction and appraisal of their work. The policy should fulfill the above-cited aspirations of the workers.

5. Principle of Development

Workers should be given proper occasions for development so that their social and economic status is increased. The worker should feel responsible towards himself and towards the organization.



## 6. Principle of Recognition

A well-prepared set of personnel policies enable workers to see the overall picture and how their actions relate to the organization's goals. Participation of employees in policy formulation promotes mutual understanding throughout the organization.

Based on the above principles, it is proposed that the following areas of concern should be addressed properly in Reliance, Essar and Adani Group of companies.

### A. Reliance Industries Limited

- Employees need some level of identification with their work and with the organization. The set-up is very big and hence is often called as 'Ocean of People'. Employees contribute their share of responsibilities in isolation and are not aware about the total picture. This issue can be addressed positively -
  - by improving upon internal communication systems between employees and management.
  - by identifying few positive employees in each group who would technically and commercially update other employees about the trends within the organization.
  - by initiating cross section relationship between employees which is not formal but is emotion based. This relationship needs to be based on care and concern and not on authority and performance.

This shall help management in improving upon the limiting factors expressed by respondents during the course of this study.

## B. Essar Industries Limited

- Essar Industries have experienced many challenging times in its journey of growth and sustenance. This has resulted into some long term impact on the psychology of employees. Their attitude and approach for work and for organization need to be addressed.

This issue can be addressed positively -

- by initiating schemes and policies to improve upon the level of commitment and belongingness of employees towards the company.
- by enabling employees to work independently and demonstrate performance through self commitment and not through managerial control.
- by properly spelling out systems and procedures in an organization and ensuring that the same is accessible to people at all level.
- by imparting proper behavioral training, emphasizing on integrity, commitment and involvement in their personal and vocational life.
- by developing transparent systems on recruitment, promotion and appraisal.

## C. Adani Group of Industries

- Adani has remained to be of family based trading house for many years. Business was family governed and hence lacked professionalism. Old timers with the organization were more loyal but less efficient. Lately they have been changing to professionalism but still some level of conventional approach is there. In light of this, it is suggested that practicing HR professionals should be conscious enough for smooth transition -

- by educating and inspiring employees to accept 'change' and adopt themselves to the professionalism brought in by the management.
- by initiating proper restructuring so as to give right job to the right person. Some exercises on 'man-job fitment' should be initiated. This will improve the level of internal satisfaction of an employee.
- By formulating proper systems and procedures to develop an image which is positive and judicious in minds of employees.

Thus, social work professionals in an industrial set-up have a major role to play. This role is catalytic in nature but still effective enough to bring positive changes. They need to be receptive and open to suggestions, knowledge and information by trying out new approaches while making interventions. This is possible only when they have problem solving skills and are sincere to their task. They also need to set high standards of integrity for self and equip themselves with necessary knowledge, skills and attitudes. Last but not least, it is important for them to be abreast with new technologies and keep themselves updated by reading, networking and sharing.

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