

**KEY ISSUES OF
ORGANISATIONAL EFFECTIVENESS—
A STUDY OF SELECT DEFENCE ORGANISATIONS**

by

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**Thesis submitted
in fulfillment of the requirements of
the degree of**

DOCTOR OF PHILOSOPHY

to the



**INDIAN INSTITUTE OF TECHNOLOGY, DELHI
HAUZ KHAS, NEW DELHI –110016, INDIA**

APRIL 2001

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This is to certify that the thesis entitled “**Key Issues of Organisational Effectiveness : A Study of Select Defence Organisations**” being submitted by Mr **Shashi Bhushan Singh** to the Indian Institute of Technology, Delhi, for the award of the degree of “**Doctor of Philosophy**” in the Department of Management Studies, is a record of bonafide research work carried out by him.

Mr **Shashi Bhushan Singh** has worked under my guidance and supervision and has fulfilled the requirements for the submission of this thesis, which to my knowledge has reached the requisite standard.

The analyses carried out, model proposed and the inferences drawn have not been submitted in part or full, to any other University or Institute for the award of any degree.

Place : New Delhi

Dated : 20th April 2001


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ACKNOWLEDGMENT

I take great pleasure to express my profound sense of gratitude to my research guide Dr (Mrs) Sabita Karunes, Associate Professor, Department of Management Studies (DMS), Indian Institute of Technology, Delhi. I am quite sure that without her guidance, encouragement and constant support I would had not ventured this exercise.

The author is immensely indebted to Professor DK Banwet, Head, Department of Management Studies and Chairman, DRC for his constant guidance and help. My sincere thanks go to Professor Sushil for the valuable suggestions made in deciding the topic as well as in formulation of the questionnaire. My gratitude is also due to Professor PK Jain, Professor Vinayshil Gautam, Professor RK Baisya, Dr SK Jain, Dr (Mrs) Kanika T Bhal, Dr S Kanungo, Dr SS Yadav, Dr K Momaya, Dr Ravi Shankar and Er Harish Choudhary of the Department of Management Studies for their time to time guidance and support. I am also thankful to Professor (Mrs) Anuradha Sharma, Head Department of Humanities and Social Sciences, IIT Delhi, for her valuable suggestions in statistical analysis. My sincere thanks go to all staff members of the Department for their time to time guidance and support, direct or indirect. My special compliments are also due to my friend and research scholar Mr Dinesh P Bharule of DMS. I have no hesitation in admitting that without his active cooperation in data analysis and interpretation of results, it would had not been possible to complete this thesis in the stipulated time frame.

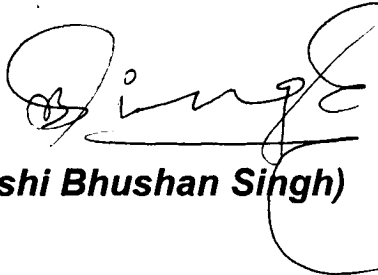
I would like to express my profound gratitude to Directorate General of EME for allowing me to pursue this study, its past DGEME Lt Gen (Dr) MR Kochhar, PVSM, AVSM (Retd) and present DGEME Lt Gen SK Jain , AVSM, VSM ; past ADGEME (ESM) Maj Gen AK Sharma, VSM (Retd), present ADGEME (ESM) Maj Gen MS Parmar, VSM ; past Director EME (Prod) Col VK Rajendran, present Director EME (Prod) Col P Ganesham, host of senior officers, colleagues and friends in the Corps of EME and other Defence organisations in Delhi and all corners of India. I strongly feel words will not be enough to express the gratitude to all of them for all the help they have extended to me from time to time in pursuit of this research work.

My sincere acknowledgement goes to all the staff of EME (Production) section – civilians and combatants. My special thanks go to Naib Subedar Varghese VO, Havildar DN Sharma, LDC Shri Soban Singh, Vinod Singh, D Chakraborty and Naik Ashokan M, who have worked tremendously in off - office hours to give this research work the present shape. I would also like to acknowledge my gratitude to All India Management Association, New Delhi for providing extensive use of its library.

My acknowledgement will be incomplete unless I express my due share of thanks to my wife, Kamala and daughter, Swati ; who have patiently beared the inconvenience caused due to long hours of my work besides the routine office schedule. Swati has even helped me in preparation of the data sheet from respondents' feedback. Surely little help like that of her and from the numerous friends, colleagues and well wishers have resulted in culmination of this dissertation work in the present form.

Place : New Delhi

Dated : 19th April 2001



(Shashi Bhushan Singh)

DEDICATED to the CORPS OF EM

I firmly believe that organisational commitment of the employees is the major key issue on which OE of any organisation depends. The literature survey amply supports it & the research study truly validates it.

: Shashi

ABSTRACT

Increased LPG (liberalisation, privatisation and globalisation) has made effectiveness an important attribute of organisational performance. Organisational success today largely depends upon improving 3 P's (performance, productivity and profitability). Effectiveness in all the spheres of organisational activities, is the buzzword. Organisational effectiveness (OE) is however a combination of several measures. Accordingly various researchers have differed in their opinions about the definition, determinants and methods of measurement. Certainly its dimensions are multi-faceted and dividends fascinating.

Like any other organisation, defence organisations too have undergone a lot of changes over the years in their perception, proliferation of equipment and diversity of roles due to emerging global scenario and challenges faced by the civil societies and industries. The research study was therefore a modest attempt to explore the key issues, which affect effectiveness of defence organisations, validate their relevance with sample survey besides proposing a conceptual framework of the model for OE. The scope of the study was confined to the combatant and civilian personnel (officers, supervisors and tradesmen) of eight defence organisations. The sampling technique used for research study was simple random sampling and the tool used was structured questionnaire with five point Likert scale. The software package used was statistical package for social sciences (SPSS) windows 7.5 version. Number of independent variables and background variables were respectively 38 and 5. 269 respondents from 8 defence organisations covering 47 establishments and spread over 14 major Indian cities were studied. Various uni - variate, bi - variate and multi - variate analyses were carried out to arrive on important research findings. This includes descriptive statistics, multiple correlation and regression analysis, 't' test, ANOVA test, factor analysis and reliability test besides testing of hypotheses.

The important research findings included identification of 13 key issues, which emerged after Factor analysis duly validated by Reliability test. Those were resource utilisation, organisational commitment, management of human resources, leadership styles, empowerment with control, participative creativity with user focus, QWL fostering employees' growth and motivation, grievance redressal, communication and coordination, team building, marketing, societal commitment and organisational flexibility. All the key issues (except marketing) were found positively correlated with OE. Student 't' test for two categories of respondents (combatants and civilians) revealed differences in perception of six key issues. Similarly ANOVA test for four background variables brought out significant predictor components in each case. Again for various organisations, descriptive statistics as well as ANOVA test were carried out. In addition, several empirical analyses were also performed. These included analysis on service affiliation, preference for service, combatant – civilian work climate, identification of major strengths and weaknesses for defence organisations besides training aspects. In addition the research study has been successful in projecting an visionary image of effective organisations, which will serve as guidelines in conceiving an ideal organisation by promising CEOs. Finally an integrated final model for OE of defence organisations has been evolved. The model is truly integrative and interactive, which explains inter – relationships amongst the emerged key issues based on the results of multiple regression analysis.

Although the study was confined to defence organisations and was subject to limitations of small sample size, few number of organisations and restricted number of cities, it has been successful in achieving its set objectives. It is believed that the proposed model will be universally applicable with certain modifications to suit the work culture, ethos and aspirations of specific organisations as the environment, opportunities and threats are almost similar. Notwithstanding the limitations, the research findings and model developed will be of immense help to organisational pundits and practitioners in better understanding, diagnosis, monitoring and control of emerging global organisations.

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