

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I  
J  
R  
C  
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

*Indexed & Listed at:*

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.,

Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C)],

The American Economic Association's electronic bibliography, EconLit, U.S.A.,

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 4456 Cities in 177 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

## CONTENTS

| Sr.<br>No. | TITLE & NAME OF THE AUTHOR (S)  | Page<br>No. |
|------------|---|-------------|
| 1.         | <b>ETHICAL DECISION MAKING: GUIDING PRINCIPLES</b><br><i>M. R. JHANSI RANI, DR. C. B. VENKATA KRISHNA PRASAD &amp; K. UDAY GOWRI SHANKAR</i>  | 1           |
| 2.         | <b>MONETARY POLICY COMMITTEE AND SPECTRE OF COMMITTED BANKING</b><br><i>DR. S. N. MISRA &amp; SANJAYA KU. GHADAI</i>  | 7           |
| 3.         | <b>HUMAN RESOURCE ACCOUNTING IN KRL: A CASE STUDY OF KOCHI REFINERIES LIMITED</b><br><i>DR. SAMIR M. VOHRA</i>  | 10          |
| 4.         | <b>ORGANISATIONAL CULTURE OF BHARATIYA MAZDOOR SANGH: IDENTIFYING THE DIMENSIONS OF OPINIONS ON THE OFFICE BEARERS</b><br><i>DR. R. VANNIARAJAN &amp; DR. C. VADIVEL</i>                          | 15          |
| 5.         | <b>GROUP LENDING AS AN INSTRUMENT OF CREDIT RISK MANAGEMENT IN CAMEROONIAN MFIS</b><br><i>CLAUDE ESSOMBA AMBASSA</i>  | 19          |
| 6.         | <b>A STUDY ON RELATIONSHIP BETWEEN STORE LOYALTY AND SATISFACTION IN CUSTOMERS OF ORGANISED RETAILERS IN INDORE</b><br><i>CHITRA SAWLANI &amp; DR. RAJENDRA JAIN</i>                              | 26          |
| 7.         | <b>DIMENSIONALITY OF CUSTOMER LOYALTY: A STUDY IN THE INDIAN CONTEXT</b><br><i>HARSANDALDEEP KAUR &amp; HARMEEN SOCH</i>  | 31          |
| 8.         | <b>COMPARATIVE ANALYSIS OF MUTUAL FUNDS/SCHEMES AMONGST THE REGIONS OF AMERICAS, ASIA - PACIFIC AND EUROPE - AFRICA - MIDDLE EAST</b><br><i>DR. K. KANAKA RAJU &amp; DR. S. RAVI DHARMA RAJU</i>  | 36          |
| 9.         | <b>IMPACT OF FOREIGN DIRECT INVESTMENT ON NON-LIFE INSURANCE SECTOR IN INDIA</b><br><i>DR. T. JOSEPH &amp; S. SIVAPRAKKASH</i>  | 41          |
| 10.        | <b>PRODUCTIVITY ANALYSIS FOR STATE BANK OF INDIA: A FRAMEWORK FOR EVALUATING e-BUSINESS MODELS</b><br><i>SWAYAMBHU KALYAN MISHRA &amp; DR. KISHORE KUMAR DAS</i>                                  | 45          |
| 11.        | <b>A PROFITABILITY ANALYSIS OF SELECTED DISTRICT CO-OPERATIVE MILK PRODUCERS' UNIONS LIMITED OF NORTH GUJARAT</b><br><i>PATEL RAJESHKUMAR G., PATEL NITINKUMAR P. &amp; BAROT HIMATKUMAR V.</i>   | 50          |
| 12.        | <b>COMPARATIVE STUDY OF CAPITAL STRUCTURE: A CASE STUDY OF TATA POWER &amp; ADANI POWER</b><br><i>AMALESH PATRA</i>   | 55          |
| 13.        | <b>ORGANIZATIONAL COMMITMENT OF TEACHERS IN HIGHER EDUCATION WITH SPECIAL REFERENCE TO KUMAUN UNIVERSITY</b><br><i>BHANU PRATAP DURGAPAL</i>  | 61          |
| 14.        | <b>ECONOMIC DEVELOPMENT AND EMPOWERMENT OF RURAL WOMEN THROUGH DEVELOPMENT PROGRAM WITH SPECIAL REFERENCE TO CHHATTISGARH STATE</b><br><i>KUMUDANI SAHU, DR. S. N. JHA &amp; DR. L. S. GAJPAL</i> | 66          |
| 15.        | <b>THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL COMMITMENT IN INDIA'S INFORMATION TECHNOLOGY INDUSTRY</b><br><i>MAHADEVAMANGALAM NAVEEN &amp; DR. G. HARANATH</i>                 | 70          |
| 16.        | <b>TELEVISION VIEWING BEHAVIOUR OF CONSUMERS AND TELEVISION ADVERTISEMENTS' IMPACT ON CONSUMERS' PURCHASE DECISION</b><br><i>T.VIJAYA CHITHRA &amp; DR. S. KOTHAI</i>                             | 75          |
| 17.        | <b>MODERN BANKING SERVICES: A STUDY ON CUSTOMER PERCEPTION AND BEHAVIOUR WITH SPECIAL REFERENCE TO CENTRAL BANK OF INDIA</b><br><i>SUCHITRA</i>   | 80          |
| 18.        | <b>INNOVATIVE STRATEGIES FOR TALENT MANAGEMENT: A CASE STUDY OF ENTERPRISE RENT-A-CAR</b><br><i>NIMITHA ABOOBAKER</i>   | 84          |
| 19.        | <b>A STUDY OF ARCS: TOOL TO CLEAN NPAs OF THE INDIAN BANKING SECTOR</b><br><i>NEETU GUPTA</i>   | 87          |
| 20.        | <b>VALUE BASED PERFORMANCE APPRAISAL SYSTEM: A CASE STUDY FROM BRAC BANK LIMITED</b><br><i>SAIMUNA TASKIN</i>   | 92          |
|            | <b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>  | 97          |

## CHIEF PATRON

**PROF. K. K. AGGARWAL**

Chairman, Malaviya National Institute of Technology, Jaipur  
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)  
Chancellor, K. R. Mangalam University, Gurgaon  
Chancellor, Lingaya's University, Faridabad  
Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi  
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

## FOUNDER PATRON

**LATE SH. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana  
Former Vice-President, Dadri Education Society, Charkhi Dadri  
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

## FORMER CO-ORDINATOR

**DR. S. GARG**

Faculty, Shree Ram Institute of Business & Management, Urjani

## ADVISORS

**PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

**PROF. M. N. SHARMA**

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

**PROF. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

## EDITOR

**PROF. R. K. SHARMA**

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

## CO-EDITOR

**DR. BHAVET**

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

## EDITORIAL ADVISORY BOARD

**DR. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**PROF. SANJIV MITTAL**

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

**PROF. ANIL K. SAINI**

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

**DR. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**DR. MOHENDER KUMAR GUPTA**

Associate Professor, P. J. L. N. Government College, Faridabad

**DR. SHIVAKUMAR DEENE**

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

## *ASSOCIATE EDITORS*

**PROF. NAWAB ALI KHAN**

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

**PROF. ABHAY BANSAL**

Head, Department of I.T., Amity School of Engineering & Technology, Amity University, Noida

**PROF. V. SELVAM**

SSL, VIT University, Vellore

**PROF. N. SUNDARAM**

VIT University, Vellore

**DR. PARDEEP AHLAWAT**

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

**DR. S. TABASSUM SULTANA**

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

**DR. JASVEEN KAUR**

Asst. Professor, University Business School, Guru Nanak Dev University, Amritsar

## *FORMER TECHNICAL ADVISOR*

**AMITA**

Faculty, Government M. S., Mohali

## *FINANCIAL ADVISORS*

**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

## *LEGAL ADVISORS*

**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

## *SUPERINTENDENT*

**SURENDER KUMAR POONIA**

## CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

## GUIDELINES FOR SUBMISSION OF MANUSCRIPT

### 1. **COVERING LETTER FOR SUBMISSION:**

DATED: \_\_\_\_\_

**THE EDITOR**

IJRCM

**Subject:** SUBMISSION OF MANUSCRIPT IN THE AREA OF \_\_\_\_\_.

**(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)**

**DEAR SIR/MADAM**

Please find my submission of manuscript entitled ' \_\_\_\_\_ ' for possible publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to their inclusion of names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

**NAME OF CORRESPONDING AUTHOR** :

Designation :

Institution/College/University with full address & Pin Code :

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

**INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT**

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

<http://ijrcm.org/in/>

**NOTES:**

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. ***pdf. version is liable to be rejected without any consideration.***
- b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**  
**New Manuscript for Review in the area of** (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
- e) **Abstract alone will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
- f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
- g) The author (s) name or details should not appear anywhere on the body of the manuscript, except the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.

2. **MANUSCRIPT TITLE:** The title of the paper should be **bold typed, centered and fully capitalised**.
3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
5. **ABSTRACT:** Abstract should be in **fully italicized text**, ranging between **150 to 300 words**. The abstract must be informative and explain the background, aims, methods, results & conclusion in a **SINGLE PARA**. **Abbreviations must be mentioned in full**.
6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations.
7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at [www.aeaweb.org/econlit/jelCodes.php](http://www.aeaweb.org/econlit/jelCodes.php), however, mentioning JEL Code is not mandatory.
8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. ***It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.***
9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
11. **MAIN TEXT:**

**THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:****INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably range from 2000 to 5000 WORDS.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** *It should be ensured that the tables/figures are referred to from the main text.*
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, horizontally centered with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word should be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section: Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they are supposed to follow Harvard Style of Referencing. **Also check to make sure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
  - Use (ed.) for one editor, and (ed.s) for multiple editors.
  - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
  - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
  - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
  - For titles in a language other than English, provide an English translation in parenthesis.
  - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders after the references.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**

**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

**UNPUBLISHED DISSERTATIONS**

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

**ONLINE RESOURCES**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITES**

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

## ORGANISATIONAL CULTURE OF BHARATIYA MAZDOOR SANGH: IDENTIFYING THE DIMENSIONS OF OPINIONS ON THE OFFICE BEARERS

**DR. R. VANNIARAJAN**  
**PRINCIPAL (RETD.)**  
**VIVEKANANDA COLLEGE**  
**THIRUVEDAKAM WEST**

**DR. C. VADIVEL**  
**ASST. PROFESSOR**  
**DEPARTMENT OF COMMERCE**  
**VIVEKANANDA COLLEGE**  
**THIRUVEDAKAM WEST**

### ABSTRACT

*Organisational culture has attained the shape of a critical lever in the success chain for the organisations. In this paper an attempt has been made to identify the dimensions of opinions on the organisational culture of Bharatiya Mazdoor Sangh (BMS) separately for office bearers of organisation. For this, 26 statements relating to organisational culture of BMS have been identified and important dimensions were extracted with the help of Factor Analytical Technique.*

### KEYWORDS

Organisational Culture, Bharatiya Mazdoor Sangh, Factor Analysis.

### INTRODUCTION

In the present scenario, office bearers of BMS are well aware about the need to elicit the best efforts from members towards the achievement of organisational goals. Organisational theorists and corporate leader have produced voluminous material on organisational culture and its offspring-symbol, language, ideology, belief, ritual, and myth (Pettigrew, 1979). Organisational culture one of the latest concepts in the field of management and organisation theory has derived metaphorically from the idea of cultivation of soil. As human beings, we are continually activating the process of culturing, that is, producing and reproducing social realities in the ways that are liberating, inhibiting, puzzling, boring or exciting (Smircich, 1983).

### ORGANISATIONAL CULTURE

Organisational culture is described by Robbins & Coulter as the shared values, beliefs, or perceptions held by employees within an organisation or organisational unit.

Organisational culture has become a focus of contemporary research. This has been stimulated by two main factors. One is the realisation that leadership and culture are closely interrelated and thus two sides of the one coin (Schein, 1984; Schein, 1992). This is especially important in the area of leadership development for if leadership is to be enhanced from a practical point of view then attention also needs to be directed simultaneously at modifying organisational culture.

### BHARATIYA MAZDOOR SANGH

The Bharatiya Mazdoor Sangh (BMS) is the largest Central Trade Union Organisation. The learned economist and visionary, Mananiya Dattopantji Thengdi who has dedicated his life to the service of the society, along with some like minded nationalists, founded it on auspicious Lokmanya Tilak Jayanti 23 July 1955. Starting from zero in 1955, BMS is now a well-knit organisation in all the states and in private and public sector undertakings. Several organisations of the State and Central government employees are also affiliated to the BMS. The Sangh also enjoys the premier position in several industries.

### SCOPE OF THE STUDY

BMS is the largest nation-wide Central Trade Union Organisation in India. The researcher has brought out the, its organisational culture analysed the dimensions of its organisational culture based on the opinions of office bearers of BMS.

### OBJECTIVES OF THE STUDY

In the light of the above discussion the researcher has undertaken the present study with the following objectives:

- 1) To identify the dimensions of organisational culture of Bharatiya Mazdoor Sangh;
- 2) To analyse the opinions of office bearers of BMS.

### METHODOLOGY

For the present study, secondary data were collected from the books, journals, websites, publications of Labour Ministry, Government of India, National Productivity Council, International Labour Organisation and Bharatiya Labour Research Centre and annual reports of BMS.

To gather opinions of office bearers of unions affiliated to BMS, the researcher has adopted the survey method. Survey is conducted through questionnaire.

### SAMPLING PLAN

For the purpose of primary data collection, sample respondents are selected systematically on the following basis. In order to select sample respondents for the present study, convenience sampling method has been adopted.

In total there are 92 All India office bearers. Out of them 54 have been selected for the present study. There are 340 state level office bearers. 155 district level office bearers have been selected for the study.

With the assistance of the Presidents and General Secretaries of all state level units of BMS and all BMS federations, the researcher has selected the respondents.

In total 399 sample respondents have been selected. They consist of 339 office bearers of unions affiliated to BMS.

The researcher has taken sufficient care in the selection of sample respondents.

### TOOLS OF ANALYSIS

In order to identify the organisational culture of BMS, factor analysis has been adopted.



## LIMITATIONS OF THE STUDY

The study suffers from certain limitations:

1. The researcher has followed mailed questionnaire method for getting the opinion of the office bearers of BMS.
2. The time and fund constraint in personally approaching the office bearers of unions affiliated to BMS throughout India.

## THE ANALYTICAL FRAME WORK

The technique adopted to identify and analyse the opinions of office bearers of BMS is Factor Analysis. The principal factor analysis method is mathematically satisfying because it yields a unique solution to a factor problem. Its major solution feature is the extraction of maximum amount of variation as each factor is calculated. In other words, the first extracts the most variance and so on.

Most of the analytical methods produce results in a form that is difficult or impossible to interpret. Thurstone argued that it was necessary to rotate factor matrices if one wanted to interpret them adequately.

He pointed out that original factor matrices are arbitrary in the sense that an infinite member of reference frames (axes) can be found to reproduce any given "R" Matrix.

There are several Methods available for factor analysis. But the principal factor Method with orthogonal variance rotation is mostly used and widely available in factor analysis computer programme.

Further orthogonal rotations maintain the independence of factors that is, the angles between the axes are kept at 90 degrees. One of the final outcomes of a factor analysis is called rotated factor matrix, a table of co-efficient that expresses the ratios between the variable and the factors that have been prepared. The sum of squares of the factor loadings of variable is called communalities ( $h^2$ )

The communality ( $h^2$ ) of a factor is its common factor variance. The factors with factor loadings of 0.5 or greater are considered as significant factors. This limit is chosen because it had been judged that factors with less than 50 percent common variation with the rotated factor pattern are too weak to report.

In the present study, the Principal Factor Analysis Method with Orthogonal Varimax rotation is used to identify the significant dimensions of opinions of office bearers and members of BMS.

### TESTING FOR SAMPLING ADEQUACY

Before extracting the factors, to test the appropriateness of the factor model, Bartlett's test of sphericity was used to test the null hypotheses that the variables are inter correlated in population. The test statistics of sphericity is based on a Chi-Square transformation of the determinant of the correlation matrix.

Another useful statistics is the Kaiser-Meyer Oklin (KMO) test of sampling adequacy. Small value of the KMO statistic indicates that the correlation between parts of variable cannot be explained by other variables and that factor analysis may not be appropriate. Generally, a value greater than 0.5 is desirable.

The correlation matrix was examined carefully and the two tests namely Bartlett's test of sphericity and Kaiser – Meyer Oklin test were undertaken to test if it was judicious to proceed with factor analysis in the present study. The computed results are given in Table 1.1.

### IDENTIFYING THE DIMENSIONS OF OPINIONS OF OFFICE BEARERS OF BMS ON ORGANISATIONAL CULTURE

The analysis of 26 variables through factor analysis among office bearers of BMS revealed five factors. The suitability of the data for factor analysis was analysed through Kaiser – Meyer Oklin (KMO) Measures. The results of the Tests are presented in Table 1.1.

**TABLE 1.1: MEASURES OF SAMPLING INADEQUACIES – OFFICE BEARERS**

| Measures  | Estimated Value        |           |
|---|------------------------|-----------|
| Kaiser – Mayer Oklin Measure of Sampling Adequacy | 0.9218                 |           |
| Bartlett's Test of Sphericity                     | Approximate Chi-Square | 3364.3738 |
|   | Degrees of Freedom     | 325       |
|   | Significance           | 0.0000    |

KMO test indicates the proportion of variance in the variables might be caused by the underlying factors. The test result is a high value (0.9218) and it indicates that the factor analysis can be used in the study.

Bartlett's test of Sphericity indicates whether the correlation Matrix is an identity Matrix. Since the resulting significance level is less than 0.5 it can be concluded that there is a significant relationship among the variables identified. Hence, it shows that the factor analysis can be suitably employed in the study.

Table 6.1.6 shows the factor loadings of 26 variables of opinions of office bearers of BMS on organisational culture. The factor analysis reduced the 26 variables (statements) into five factors namely F1, F2, F3, F4 and F5.

TABLE 1.2: ROTATED FACTOR MATRIX FOR THE OPINIONS ON ORGANISATIONAL CULTURE OF BMS – OFFICE BEARERS

| Sl. No. | Variables  | Factor Loadings |         |         |         |         |                |
|---------|--|-----------------|---------|---------|---------|---------|----------------|
|         |  | F1              | F2      | F3      | F4      | F5      | h <sup>2</sup> |
| 1       | Meeting together, thinking together, deciding together and working together is the practice of BMS                                       | 0.6792          | 0.1417  | 0.1088  | 0.2939  | 0.0144  | 0.50           |
| 2       | BMS has effective strategies for recruitment and development of talents  | 0.6108          | 0.1995  | 0.1124  | 0.3191  | 0.1401  | 0.44           |
| 3       | Encourage active support and participation in corrective measures from those involved  | 0.5871          | 0.3314  | 0.4210  | -0.0375 | 0.0522  | 0.50           |
| 4       | There is Team Spirit among the office bearers of BMS   | 0.5750          | 0.1212  | 0.1208  | 0.3283  | 0.1795  | 0.58           |
| 5       | Decision making is carried out with more emphasis on group participation and consensus   | 0.4922          | 0.2749  | 0.3961  | 0.2409  | 0.1082  | 0.54           |
| 6       | Suggestions and ideas coming from other organisations are considered with due respect  | 0.2393          | 0.6629  | 0.1472  | 0.0451  | 0.1122  | 0.64           |
| 7       | When co-workers express doubts, concerns and feelings, understand them supportively and work with them in complete faith                 | 0.3723          | 0.6300  | 0.0984  | 0.1266  | 0.1566  | 0.47           |
| 8       | The office bearers express doubts, concerns and feelings in an open, natural way and also encourage co-workers to follow the same method | 0.1560          | 0.5948  | 0.0136  | 0.2394  | -0.0276 | 0.62           |
| 9       | The union fulfils the interests of the workers and not the office bearers  | -0.0708         | 0.5496  | 0.2014  | 0.3960  | 0.1024  | 0.55           |
| 10      | During talks / negotiations BMS never allows hatred to assume an upperhand   | 0.0107          | 0.5435  | 0.3176  | 0.3912  | 0.1096  | 0.46           |
| 11      | There is an openness to suggestions from people at all levels of the organisation  | 0.4369          | 0.4822  | 0.1680  | 0.0360  | 0.2969  | 0.44           |
| 12      | An ordinary member of BMS has a say in the organization  | 0.2882          | 0.4363  | 0.4023  | 0.1600  | 0.1076  | 0.59           |
| 13      | BMS instils patriotism among its members   | -0.0235         | -0.0300 | 0.7470  | 0.2428  | 0.0815  | 0.53           |
| 14      | The emphasis is on labourisation of industry   | 0.1068          | 0.2259  | 0.6690  | 0.1871  | 0.0837  | 0.54           |
| 15      | The goal is to industrialise India by utilising huge manpower  | 0.1650          | 0.1171  | 0.5808  | 0.1278  | 0.2644  | 0.58           |
| 16      | The objective is collective performance  | 0.4001          | 0.1026  | 0.5689  | 0.0352  | 0.0922  | 0.55           |
| 17      | Share credit among co-workers for successes; assume the bulk of responsibility for criticism of the organisation                         | 0.2981          | 0.2769  | 0.4734  | 0.1744  | 0.1343  | 0.62           |
| 18      | The cadre of BMS are self disciplined  | 0.2716          | 0.0634  | 0.2294  | 0.6727  | 0.1861  | 0.57           |
| 19      | Union's money is used only for the organisation and not for personal gains   | 0.1889          | 0.1900  | 0.1047  | 0.6373  | 0.2815  | 0.56           |
| 20      | The agitations are disciplined   | 0.1676          | 0.2895  | 0.3905  | 0.5555  | 0.0202  | 0.57           |
| 21      | Full- time workers are required to keep strict accounts of their expenses and should submit their accounts every month                   | 0.2132          | 0.2035  | 0.1555  | 0.5546  | 0.0843  | 0.43           |
| 22      | In BMS, there is mutual confidence, mutual trust and communication among members   | 0.4401          | 0.1879  | 0.1308  | 0.5488  | 0.1769  | 0.51           |
| 23      | BMS is a non-political organisation  | -0.0708         | -0.0102 | 0.1693  | 0.3206  | 0.7182  | 0.50           |
| 24      | BMS is a family type of organisation   | 0.3241          | -0.0010 | 0.0928  | 0.2307  | 0.6309  | 0.65           |
| 25      | BMS does not collect money from business people or factory owners for organisational work, office construction, conference etc.,         | 0.0329          | 0.3220  | 0.2923  | 0.0735  | 0.5475  | 0.56           |
| 26      | Elections at all levels of BMS are by consensus and for three terms of 3 years each.   | 0.3249          | 0.3642  | 0.0496  | -0.0202 | 0.5470  | 0.54           |
|         | Variance explained   | 8.9861          | 1.4562  | 1.3293  | 1.1545  | 1.1253  |                |
|         | Cumulative variance  | 8.9861          | 10.4423 | 11.7716 | 12.9261 | 14.0514 |                |

Note: The principal factors method with orthogonal variance rotation is used to extract factors.

#### Factor I (F1)

Factor I includes the variables namely meeting together, thinking together, deciding together and working together is the practice of BMS (0.6792); BMS has effective strategies for recruitment and development of talents (0.6108); encourage active support and participation in corrective measures from those involved (0.5871); there is team spirit among the office bearers of BMS (0.5750) and decision making is carried out with more emphasis on group participation and consensus (0.4922). These five variables have a higher factor loading in the rotated component matrix. Since these variables are related to team spirit, they are characterised as "Team spirit".

#### Factor II (F2)

F2 represents suggestions and ideas coming from other organisations which are considered with due respect (0.6629); when co-workers express doubts, concerns and feelings, understand them supportively and work with them in complete faith (0.6300); the office bearers express doubts, concerns and feelings in an open, natural way and also encourage co-workers to follow the same method (0.5948); the union fulfils the interests of the workers and not the office bearers (0.5496); during talks / negotiations BMS never allows hatred to assume an upperhand (0.5435); there is an openness to suggestions from people at all levels of the organisation (0.4822) and an ordinary member of BMS has a say in the organisation (0.4363). These variables relate to open mindedness and it is renamed as "Open mindedness".

#### Factor III (F3)

The third factor includes the variables namely BMS instils patriotism among its members (0.7470); the emphasis is on labourisation of industry (0.6690); the goal is to industrialise India by utilising huge manpower (0.5808); the objective is collective performance (0.5689) and share credit among co-workers for successes, assume the bulk of responsibility for criticism of the organisation (0.4784). These items have higher factor loading in factor three. These variables are related to clear goals and it is named as "Clear goals".

#### Factor IV (F4)

The fourth factor includes the variables the cadre of BMS are self disciplined (0.6727); union's money is used only for the organisation and not for personal gains (0.6373); the agitations are disciplined (0.5555); full- time workers are required to keep strict accounts of their expenses and should submit their accounts every month (0.5546) and in BMS, there is mutual confidence, mutual trust and communication among members (0.5488). These are the items with high loading on factor four. The above items refer to criteria self discipline and welfare of workers and it is characterised as "Self discipline and Welfare of workers".

#### Factor V (F5)

In factor five, BMS is a non-political organisation (0.7182); BMS is a family type of organisation (0.6309); BMS does not collect money from business people or factory owners for organisational work, office construction, conference etc., (0.5475) and elections at all levels of BMS are by consensus and for three terms of 3 years each (0.5470) have the highest factor loading. These variables are related to type of organisation and it is renamed as "Type of organisation".

The newly named dimensions and the variables with highest loadings are given in Table 1.3.

TABLE 1.3: VARIABLES WITH HIGHEST FACTOR LOADINGS WITH DIMENSIONS OF OPINIONS OF OFFICE BEARERS

| Factor | Newly extracted dimension (Factor)     | Selected variable with highest factor loading  | Factor loadings |
|--------|--|--|-----------------|
| F1     | Team spirit                            | Meeting together, thinking together, deciding together and working together is the practice of BMS | 0.6792          |
| F2     | Open mindedness                        | Suggestions and ideas coming from other organisations are considered with due respect              | 0.6629          |
| F3     | Clear goals                            | BMS instils patriotism among its members   | 0.7470          |
| F4     | Self discipline and Welfare of workers | The cadre of BMS are self disciplined  | 0.6727          |
| F5     | Type of organisation                   | BMS is a non-political organisation  | 0.7182          |

It is inferred from Table 1.3 that the variables (statements), meeting together, thinking together, deciding together and working together is the practice of BMS (0.6792); suggestions and ideas coming from other organisations are considered with due respect (0.6629); BMS instils patriotism among its members (0.7470); the cadre of BMS are self disciplined (0.6727) and BMS is a non-political organisation (0.7182) are the statements with highest loading under the dimensions namely Team spirit, Open mindedness, Clear goals, Self discipline & Welfare of workers and Type of organisation.

Hence, these are the identified dimensions of office bearers on the basis of their opinions about organisational culture of BMS.

## FINDINGS

The factor loadings of 26 variables of opinions of office bearers of BMS on organisational culture are analysed. The results of factor analysis revealed that it extracted out of 26 variables five significant dimensions namely, Team spirit, Open mindedness, Clear goals, Self discipline & Welfare of workers and Type of organisation.

The statement with highest loading for each factor was meeting together, thinking together, deciding together and working together is the practice of BMS (0.6792); suggestions and ideas coming from other organisations are considered with due respect (0.6629); BMS instils patriotism among its members (0.7470); the cadre of BMS are self disciplined (0.6727) and BMS is a non-political organisation (0.7182) (Table 1.3).

## SUGGESTIONS

It is concluded that BMS has a strong organisational culture. The researcher puts forth the following suggestions to sustain and develop it further:

- ❖ More young activists of BMS with character, capability and organisational understanding are to be recruited and trained by organising regularly the study classes at various levels to improve organisational culture as originally envisaged by the founder of BMS.
- ❖ There are reputed workers/office bearers in other CTUOs. They may also be invited in the BMS study classes and their views also may be heard patiently.

## CONCLUSION

The results of this study suggest that organisational culture does have a positive effect on attitudes of office bearers of BMS. A strong culture creates a feeling of belonging and increases job satisfaction and commitment. The central focus of this research maintains that organisations can have a positive effect on the creation and internalisation of the organisational culture. One of the most effective ways for organisations to accomplish this is through their training. Training is obviously used to impact the knowledge, skills, and abilities needed to successfully meet the organisation's objectives.

## REFERENCES

1. Fred N. Kerlinger, (1973), "Method of Factor Analysis," *Foundation of Behavioural Research*, Holt Rinehart Winston Inc., New York, pp.667-670.
2. Fred N. Kerlinger, . *op.cit.* (1973), p.470.
3. Harry H. Harman, (1967), "Modern Factor Analysis" the University of Chicago press, Chicago, pp.67-101.
4. *Ibid*, p.93.
5. Knowles M.C, Prasuna Reddy & Kinga Konczey (November 2002), *AN ANALYSIS OF DIFFERENT KINDS OF ORGANISATIONAL CULTURE*, WORKING PAPER SERIES, Faculty of Business and Economics, Monash University, p2.
6. Pettigrew, A.M., (1979), "On Studying Organizational Culture", *Administrative Science Quarterly*, Vol. 24. p.570-581.
7. Robbins Stephen P, Coulter M: *Management*. 8 edition. Pearson Prentice Hall; 2005.
8. Schein, E.H. (1984), *Coming to new awareness of Organisational Culture*, *Sloan Management Review*, 25, pp.3-16 ; Schein, E.H. (1992), *Organisational Culture and Leadership*, San Francisco, Jossey - Bass.
9. Smircich, L. (1983), "Concept of Culture and Organizational Analysis", *Administrative Science Quarterly*, Vol. 28. p.339- 358.
10. Thurstone, L. and Chava, E. (1929), *The Measurement Attitude*, University of Chicago Press, Chicago, pp.508-509.

## WEBSITE

11. [www.bms.org.in](http://www.bms.org.in)

## REQUEST FOR FEEDBACK

**Dear Readers**

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**

## DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

## ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

### *Our Other Journals*

