

CHAPTER 8

QWL AND GROUP COHESIVENESS —AN EMPIRICAL ANALYSIS

PART A : QWL AND GROUP LEVEL APPROACH

Quality of work life (QWL) programmes have recently been implemented in a considerable number of organizations. The goal of these programmes is the provision of a high quality of life for all organization members while at work. Probably the most common technique employed in QWL programmes is the redesigning of work for groups (Feldman and Arnold, 1983: p.281). According to Likert an organization will function best when its personnel function not as individuals but as members of highly effective work groups with high performance goals (quoted in Ahuja, 1993: p. 593).

The group develops its goal clearly and it has resources to accomplish its goal. The group creates group leaders that can effectively co-ordinate the group efforts toward the achievement of their objectives. Groups serve purposes not only for themselves but for the organization as well. Groups provide personal relationship in the work place such as some one talk to another about job or personal problems and also provide understanding, companionship, supportive relations and friendship. Groups also provide an identity for the person at work place to achieve a feeling of belongings from which he can derive esteem, recognition and status.

Groups provide companionship, share information, solve problems, and provide therapy. They may even set norms or acceptable performance standards for the members. The most basic group functions seem to be achieving goals, satisfying psychological needs, encouraging meaningful interactions, and maintaining or strengthening the group (Lewis, 1983: p. 47).

8.1 Group Cohesiveness

By the term cohesiveness we mean how much members of a group like each other and want to remain members of the group (Shaw, 1981). Group members are more dedicated to group goals. Group cohesiveness results in the group acting in unified manner. This cohesiveness is a result of the degree to which the group goals help the satisfaction of the individual's needs.

Cohesiveness results in a greater desire among employees to communicate. It also encourages feedback by reducing inhibitions. The more cohesive work group is more productive in its communication. (Lewis, 1983: p. 54). A highly cohesive group is composed of members, who value their association with the groups as a whole as well as with the other group members. On the other hand the members of low cohesive group are not dedicated to the group and its goals. In organizations with low cohesiveness, people allow the group to take unwise action rather than disagree. (Lewis, 1983: p. 55).

Group cohesion or cohesiveness may simply be defined as the attractiveness of the members to the group or resistance of the members to leaving (Likert, 1961). A cohesive group provides satisfaction for its members or has a high probability of doing so.

Group cohesiveness means satisfaction of members within the group (Heslin and Dunphy, 1964). Group cohesiveness means the degree to which group members are attracted to each other and are motivated to stay in the group (Robbins, 1998: p. 263). Group cohesiveness in terms of membership satisfaction with the group is focused on factor contribution to the member satisfaction with the group (Anantaraman, 1980: p. 25).

According to Ahuja (1993: p. 600) the various factors contributing to group cohesiveness are shown in the following figure no.-20.

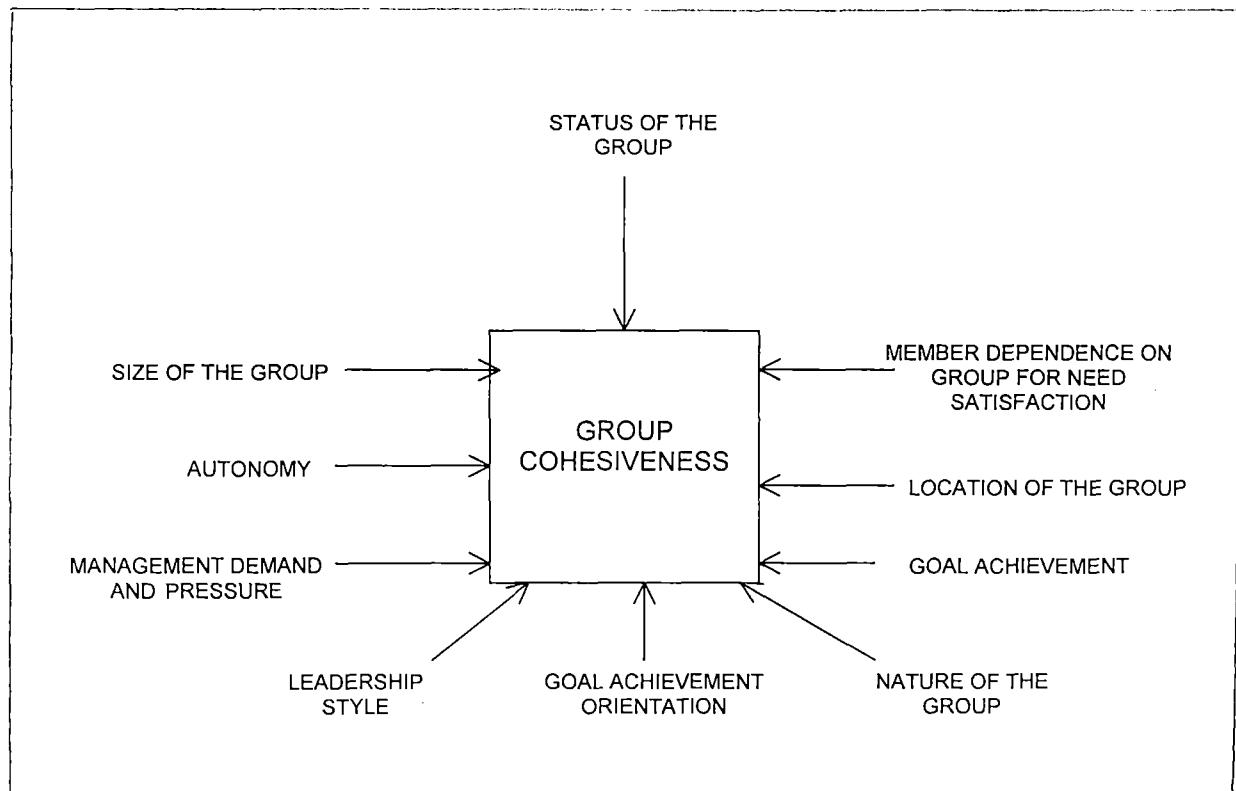


Fig 20 : Factors Contributing to Group Cohesiveness

Source : Ahuja, K. K. (1993), *Management and Organization*, Delhi: CBS Publishers and Distributors.

Litterer (1973) stated several factors, which influence the degree of cohesiveness of a group are shown in figure no.-21.

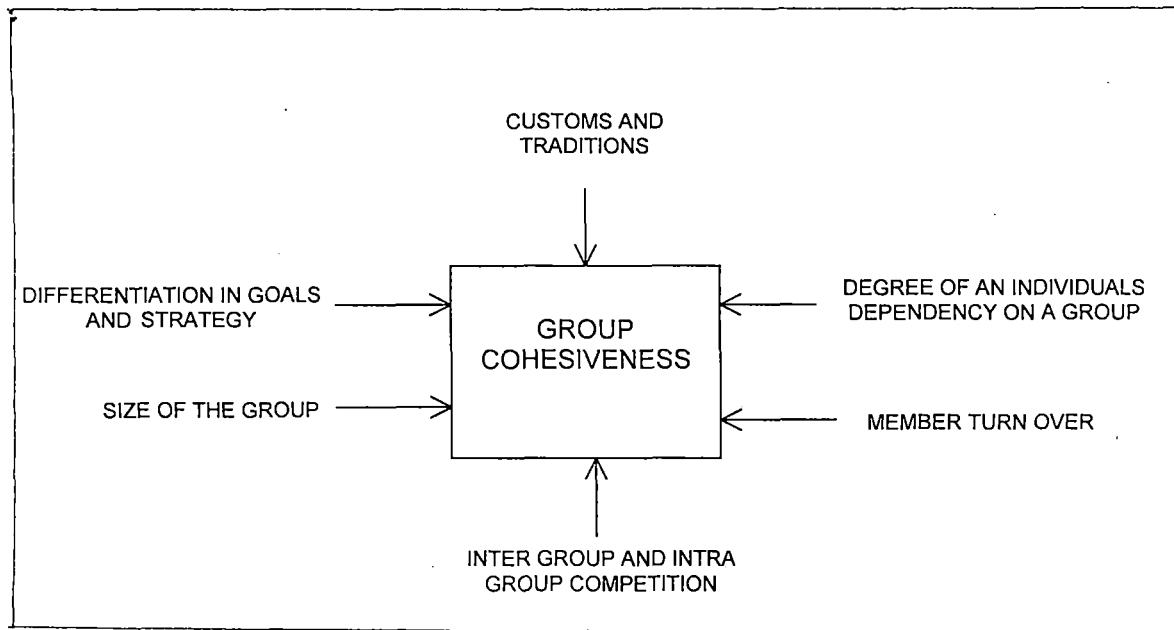


Fig 21 : Several Factors of Group Cohesiveness (GC).

Source : Litterer, J. A. (1973), *The Quality of Organization*, New York: John Wiley and Sons, Inc.

Deutch (1959) focused that the linkages among members are cohesive, rather than disruptive when the goals and interest of the members are co-operatively, rather than competitively, interrelated. Various aspects of these linkages have been the focus of research. The more of mutually linked goals or interests—such as friendship, work, money, the availability of other means of obtaining one's goals are the forces operating to restrain members from leaving the group, other interests or membership that are in opposition to continued membership in the group.

Bormann (1969) suggested a way to increase cohesiveness in a work group. According to him leaders can do several things to create greater cohesiveness in their work groups. Viz.

- 1) *Give the group an identity.* Highly cohesive work groups always work out ways to confer identity on their units. They are never allowed to forget they are a part of a group that is important to them and to the entire organization.
- 2) *Stress teamwork and recognize good work.* Highly cohesive groups accept this basic principle, 'I don't care who gets the credit as long as we win!' They complement, offer help and recognize each other through social invitations, praise and point out the importance of a member's actions.
- 3) *Set Clear, attainable group goals and give group rewards.* Highly cohesive groups have clearly specified, understood, and attained goals. Also their members are rewarded for outstanding work. They are provided group incentives (e.g., across-the-board salary increases, letters of commendation, dinners, or other social affairs), and
- 4) *Treat group members as people.* Highly cohesive groups have leaders who go out of their way to treat members of their work groups as human beings and not as cogs in an inhuman machine. Group members know one another – their hopes, fears, aspirations, hobbies, families, and so forth. Each member is made to feel part of a team. The leader knows and respects him or her as an individual.

Source of group cohesiveness was described by Feldman and Arnold (1983: p. 435–436). According to them source of group cohesiveness are:

- 1) *Interaction.* Chief among the sources of group cohesiveness is the amount of contact among group members. Groups become more cohesive when individual members spend more time with each other;

- 2) *Shared goals.* Groups that share common goals are likely to be more cohesive than those that do not. If group agrees on the purpose and direction of its activities, this serves to bind the group together; and
- 3) *Similarity of attitudes and values.* One of the strongest sources of group cohesiveness is shared attitudes and values among group members. As to the folksaying ‘birds of a feather flock together’, the research is in strong agreement.

Some of the important indicators of group cohesiveness are as follows:

- greater communication between group members,
- greater readiness of group members to be influenced by the group,
- more consensus among members on attitude and beliefs that relate group functioning,
- more sense of responsibility toward each other among group members,
- a great feeling of personal ease,
- a great feeling of security within the group by the group members, etc.

Since group cohesiveness is central to the existence of group, it is natural that its consequences and its determinants have been studied extensively (Hare, 1962; Collins and Guetzkow, 1964; McGrath and Altman, 1966).

8.1.1 Consequences of Group Cohesiveness

On almost every index of satisfaction and morale, cohesive groups rank higher than non-cohesive groups. Members of cohesive groups feel less tense and anxious and feel less pressure at work (Lott & Lott, 1965; Aronson, 1976).

Group cohesiveness affects group output and it has an effect on internal events in the group. It has usually been observed that variation from norms laid down by the group is less in the case of highly cohesive groups than in low-cohesive groups. The high-cohesive groups tend to conform to the norms, whereas in the case of low-cohesive groups, some members go their own way and produce substantially more or less than the norms prescribed. The effect of group cohesiveness on internal events is considerable. Members together are better able to face pressures exerted from outside. Cohesiveness in the group increases interactions among members, which, in turn generate agreement in their opinions. This agreement in opinions breeds conformity and eliminates the existence of deviants (Dubin, et. al. 1966).

The single most important study examining the impact of group cohesiveness on productivity was conducted by Seashore (1954). Seashore found the relationship between cohesiveness and productivity was not as clear and unidimensional as the relationship between cohesiveness and morale. One of the strongest influences group cohesiveness has on productivity is that it decreases productivity differences among members of a work group (Feldman and Arnold, 1983: p. 439).

More important has been the recognition that the relationship of cohesiveness and productivity depends of the alignment of the group's attitude with its formal goals, or for work groups, those of the larger organization of which it is a part. The more cohesive a group, the more its members will follow its goals. If these attitudes are favourable (i.e., high output, quality work, co-operation with individuals outside the group), a cohesive group will be more productive than a less cohesive group (Robbins, 1995: p. 107).

The members of cohesive group usually enjoy being together. This means their more important ties are with their fellow members within their group rather than with outsiders.

Performance can also be enhanced under some circumstances by strengthening team work or group cohesiveness (House, 1996). The circumstances under which group cohesiveness leads to improved performance are tied closely to the group's attitudes and feelings about the organization.

Cohesive group provides a source of security for their members. Members of cohesive groups feel less tension and anxiety and are better able to adjust with the pressure of work.

8.1.2 Determinants of Group Cohesiveness

Group cohesiveness implies consensus, unanimity or agreement among members on major issues. They share goals, information, values and beliefs culminating in common thinking. Members of the group feel highly attached to the group and attracted towards each other. The factors determining group cohesiveness are:

- 1) *Status of the group*: In generally people feel loyalty towards a high status group than towards a low status group, if other things remaining same. A high status group receives greater loyalty from its members, which in turn makes the group stronger and more likely to gain increased status.
- 2) *Size of the group*: There is a relationship between the size of group and satisfaction of its members. Small groups are more closely knitted than large ones. Large groups generally face difficulties of communication and less satisfaction from work.
- 3) *Nature of the group*: Heterogeneous groups (whose members have different interests and back grounds) are often less effective in promoting their own interests than groups whose members are more homogeneous. Homogeneous groups whose members are alike on such factors as age,

education, status, experience, background, etc. are better when the task or goal requires mutual co-operation and conflict free behaviour.

- 4) *Communication:* Groups whose members are located close together and can interact frequently and easily, are likely to be more cohesive and effective than those at a greater distance. The more cohesive a work group is the more productive in its communication. In fact one of the determinants of group cohesiveness is the communication with which messages can be transmitted through the group.
- 5) *Leadership Style:* The different styles of leadership influence the group cohesiveness differently. An effective leader keeps the members of the group more close by helping them satisfy their social needs.
- 6) *External Threats:* Most of the research supports the proposition that a group's cohesiveness will increase if the group comes under attack from external sources (Robbins, 1995: p. 105). Groups provide security for the individual members from pressure of other groups. This is because group members work together when they are threatened by common danger.
- 7) *Type of interdependence among members:* Researches have proved that group attractiveness is greater when members are co-operatively interdependent than they are in competition.
- 8) *Management behaviour:* The behaviour of a manager has a direct influence on the degree of cohesion that exists within group. A manager can creates among the group members, competition, solidarity, co-operative behaviour, close relations and can utilize the group cohesiveness for achieving the goals of the organization.

8.2 QWL and Group Cohesiveness (GC)

An important aspect of quality of work life is the development of existing employees in the organization. Quality of work life represents a real concern for human values and beliefs of employees into their social life and creates interest and awareness of employees to devote themselves to the work both physically and mentally. Work is the chief determinant of an individual's freedom, growth, self-respect, standard of living, social status as well as satisfaction. Only work should provide opportunities for human dignity and work place may favourable towards human-beings as the source of satisfaction, growth and quality of life and work.

The human-being works in-groups and form groups to work. Group relation influences the work and the works in turn influence the personnel relationship within the group. The relationship of the group members must be brought into harmony in the organization of work for achieving goals and establishing better life at work.

An organization achieves its goals through proper functioning of various functional groups (departments). Ultimately the effectiveness of an organization depends upon the effectiveness of these work groups (departments). These work groups consist of member of employees belonging to various position/ levels and the works of an individual affect the total functions of the work group.

The three levels viz., individual level, group level and organizational level are interrelated so that one has to integrate all the levels to explain any phenomena of the organization (Robbins, 1984). In an organization, development programme of QWL can not establish without reference of these three levels of organization.

In this study the effect of quality of work life on group behaviour has been measured in terms of group cohesion, which may result in higher productivity in

the organizations. For any organization, increased productivity is the main and major objective for survival and development.

A function of a group is task accomplishment. Work is organized in an organization frequently, so that employee must depend on each other to finish the task. Therefore, members of the group co-operate when they know they need each other to accomplish task (Sherif and Sherif, 1969). But this is not the only reason of co-operation. There are many reasons facilitating group cohesiveness, but we are not concerned with all those factors for the present study.

It is important to note that group motives may have different effects from individual motives, and the two sets of motives may conflict (Festinger et. al., 1956). In fact, it is not wise to expect that people will have set aside their self-interest. Groups become cohesive only because their members are united to best serve their individual interest. After that, cohesion itself becomes a goal if the member continues to gain satisfaction because of cohesiveness (Klien and Ritti, 1984).

From the management's viewpoint, management is interested to develop high levels of cohesiveness in work groups under conditions, where organizational goals and group goals are complementary (Seashore, 1954). The evidence suggests that productivity and cohesiveness tend to be correlated positively when organization serves the collective interest of group members (Likert, 1967).

We may presume that QWL in any organization will have an impact on group behaviour. Group cohesiveness of any group may be a direct result of the extent of QWL.

PART B : EMPIRICAL ANALYSIS

Analysis of responses of 200 employees selected for the study and discussion of results are presented in this section. Data were collected from the subjects of five selected sugar mills (Syampur Sugar Mills Ltd., Rajshahi Sugar Mills Ltd., Natore Sugar Mills Ltd., Rangpur Sugar Mills Ltd. and Joypurhat Sugar Mills Ltd.) through two sets of questionnaires (Appendix-B and Appendix-C) and the responses from the subjects are analyzed. This section aims at inquiring as to whether QWL variables in any way are related to group cohesiveness of the various departments (administration, cane, factory and finance) of sugar mill. This section thus deals with the effect of QWL on group cohesiveness (Hypothesis-4).

To examine the effect of QWL on group cohesiveness (GC), mean, standard deviation, correlation and regression analysis were used. In this section an attempt is made to examine how the independent variable QWL contributes in predicting the dependent variable group cohesiveness (GC).

Table 74 : Descriptive Statistics of all QWL Factors and Group Cohesiveness (GC).

QWL Factors & GC	Mean	S D	N
X ₁ = Adequate income and fair compensation.	17.01	4.89	200
X ₂ = Safe and healthy working condition.	11.18	1.99	200
X ₃ = Immediate opportunities to develop human capacities.	39.69	6.55	200
X ₄ = Opportunity for continued growth and security.	11.11	2.85	200
X ₅ = Social integration in the work organization.	31.97	4.25	200
X ₆ = Constitutionalism in the work organization.	9.59	2.41	200
X ₇ = Work and total life space.	16.97	2.85	200
X ₈ = The social relevance of working life.	29.59	5.45	200
X ₉ = Job stress.	12.16	2.21	200
G C = Group Cohesiveness.	38.89	4.90	200

Table-74 shows mean and standard deviation (SD) scores of all QWL factors and GC.

Table 75 : Mean and SD Scores of QWL (all Departments) and Group Cohesiveness (GC).

Departments	N	QWL		GC	
		Mean	S D	Mean	S D
Administration	61	177.57	29.48	38.44	5.44
Cane	38	176.97	26.81	37.24	5.42
Factory	68	183.35	15.59	39.57	3.76
Finance	33	176.61	30.07	40.18	4.90

Table-75 indicates mean and SD scores of QWL and GC for all departments (groups). The table shows that factory department had the highest QWL score and finance department had the highest score of GC.

Table 76 : Simple Correlation between QWL Factors and GC for Various Departments (Groups).

QWL Factors	Group Cohesiveness (Y)			
	Administration N = 61	Cane N = 38	Factory N = 68	Finance N = 33
X ₁	.468**	.242	.101	.623**
X ₂	.528**	.505**	.139	.634**
X ₃	.592**	.488**	.238	.626**
X ₄	.520**	.313	.055	.224
X ₅	.416**	.364*	.495**	.615**
X ₆	.297*	.591**	.277*	.560**
X ₇	.488**	.336*	.306*	.397*
X ₈	.562**	.506**	.575**	.638**
X ₉	.229	.354*	.146	.562**

** Correlation is significant at the 0.01 level .

* Correlation is significant at the 0.05 level.

Table-76 shows all factors of QWL are positively correlated with group cohesiveness (GC) for all departments and the correlation are found mostly significant.

Inter-correlations for some major variables of all the 200 employees from five sugar mills were found out to see the nature and extent of correlation existing among those variables.

Table 77 : Intercorrelations among Some Major Variables (QWL Factors and GC) of Employees of Five Sugar Mills Taken Together (N = 200).

	1	2	3	4	5	6	7	8	9	10
1. X ₁ = Adequate income and fair compensation.										
2. X ₂ = Safe and healthy working condition.	.216**									
3. X ₃ = Immediate opportunities to develop human capacities.	.564**	.418**								
4. X ₄ = Opportunity for continued growth and security.	.399**	.367**	.531**	-						
5. X ₅ = Social integration in the work organization.	.465**	.337**	.647**	.431**	-					
6. X ₆ = Constitutionalism in the work organization.	.481**	.468**	.582**	.496**	.456**	-				
7. X ₇ = Work and total life space.	.406**	.398**	.616**	.344**	.465**	.468**	-			
8. X ₈ = The social relevance of working life.	.483**	.532**	.671**	.483**	.615**	.676**	.581**	-		
9. X ₉ = Job stress	.130	.466**	.434**	.356**	.407**	.455**	.539**	.411**	-	
10. GC = Group Cohesiveness	.311**	.460**	.506**	.298**	.470**	.410**	.400**	.558**	.285**	-

** Correlation is significant at the 0.01 level (2-tailed).

Table-77 shows inter-correlations among the QWL factors and GC for all the employees 200.

Table:78 Intercorrelations among Some Major Variables (Age, Education, Income, Experience, QWL Factors and GC) of Employees of Five Sugar Mills Taken Together (N=200).

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Age	-													
2. Education	0.134	-												
3. Income	0.511**	0.644**	-											
4. Experience	0.767**	-.120	0.264**	-										
5 = X ₁ (QWL Factor)	0.176*	0.107	0.217**	0.120	-									
6 = X ₂ (QWL Factor)	-.002	0.014	0.062	0.069	0.216**	-								
7 = X ₃ (QWL Factor)	0.210**	0.191**	0.232**	0.160*	0.564**	0.418**	-							
8 = X ₄ (QWL Factor)	0.103	0.190**	0.242**	0.072	0.399**	0.367**	0.531**	-						
9 = X ₅ (QWL Factor)	0.206**	0.273**	0.386**	0.182*	0.465**	0.337**	0.647**	0.431**	-					
10 = X ₆ (QWL Factor)	-.041	-1.50*	-.043	0.031	0.481**	0.468**	0.582**	0.496**	0.456**	-				
11 = X ₇ (QWL Factor)	0.070	0.086	0.058	.0.048	0.406**	0.398**	0.616**	0.344**	0.465**	0.486**	-			
12 = X ₈ (QWL Factor)	0.076	0.109	0.167*	0.107	0.483**	0.532**	0.671**	0.483**	0.615**	0.676**	0.581**	-		
13 = X ₉ (QWL Factor)	0.041	0.043	0.051	0.063	0.130	0.466**	0.434**	0.356**	0.407**	0.455**	0.539**	0.411**	-	
14 = G C	0.020	-.038	0.034	0.142*	0.311**	0.460**	0.506**	0.298**	0.470**	0.410**	0.400**	0.558**	0.285**	-

** Correlation is significant at the 0.01 level.

* Correlation is significant at the 0.05 level.

Table-78 shows inter correlation among the variables—age, education, income, experience, QWL factors and GC for all the employees (N=200)

Department wise (groups) picture of intercorrelations among QWL factors and GC are presented in Table-79, Table-80, Table-81 and Table-82.

Table-79: Intercorrelations among QWL Factors and GC of Employees of Administration Department. (N=61).

QWL Factors & G C	1	2	3	4	5	6	7	8	9	10
1 = X_1	-									
2 = X_2	0.251	-								
3 = X_3	0.638**	0.499**	-							
4 = X_4	0.398**	0.439**	0.538**	-						
5 = X_5	0.602**	0.449**	0.698**	0.557**	-					
6 = X_6	0.505**	0.378**	0.541**	0.502**	0.504**	-				
7 = X_7	0.523**	0.487**	0.757**	0.483**	0.567**	0.581**	-			
8 = X_8	0.533**	0.487**	0.711**	0.655**	0.649**	0.651**	0.692**	-		
9 = X_9	0.238	0.373**	0.506**	0.471**	0.390**	0.432**	0.705**	0.404**	-	
10 = GC	0.468**	0.528**	0.592**	0.520**	0.416**	0.297*	0.488**	0.562**	0.229	-

** Correlation is significant at the 0.01 level.

* Correlation is significant at the 0.05 level.

Table 80 : Intercorrelations among QWL Factors and GC of Employees of Cane Department. (N=38).

QWL Factors & GC	1	2	3	4	5	6	7	8	9	10
1 = X_1	-									
2 = X_2	0.297	-								
3 = X_3	0.543**	0.602**	-							
4 = X_4	0.281	0.454**	0.577**	-						
5 = X_5	0.410*	0.530**	0.621**	0.571**	-					
6 = X_6	0.407*	0.612**	0.742**	0.537**	0.626**	-				
7 = X_7	0.516**	0.505**	0.567**	0.280	0.628**	0.584**	-			
8 = X_8	0.424**	0.704**	0.612**	0.383*	0.628**	0.620**	0.596**	-		
9 = X_9	0.263	0.628**	0.574**	0.510**	0.615**	0.737**	0.624**	0.630**	-	
10 = GC	0.242	0.505**	0.488**	0.313	0.364*	0.591**	0.336*	0.506**	0.354*	-

** Correlation is significant at the 0.01 level.

* Correlation is significant at the 0.05 level.

Table-81: Intercorrelations among QWL Factors and GC of Employees of Factory Department. (N=68).

QWL Factors & GC	1	2	3	4	5	6	7	8	9	10
1 = X_1	-									
2 = X_2	-0.054	-								
3 = X_3	0.462**	-0.003	-							
4 = X_4	0.328**	0.206	0.403**	-						
5 = X_5	0.277*	-.130	0.452**	0.275*	-					
6 = X_6	0.417**	0.303*	0.366**	0.259*	0.253*	-				
7 = X_7	0.116	0.232	0.139	0.055	0.286*	0.112	-			
8 = X_8	0.278*	0.335**	0.444**	0.170	0.475**	0.575**	0.219	-		
9 = X_9	-0.163	0.392**	0.061	0.116	0.186	0.196	0.211	0.164	-	
10 = GC	0.101	0.139	0.238	0.055	0.495**	0.277*	0.306*	0.575**	0.146	-

** Correlation is significant at the 0.01 level.

* Correlation is significant at the 0.05 level.

Table-82: Intercorrelations among QWL Factors and GC of Employees of Finance Department. (N=33).

QWL Factors & GC	1	2	3	4	5	6	7	8	9	10
1 = X_1	-									
2 = X_2	0.560**	-								
3 = X_3	0.744**	0.604**	-							
4 = X_4	0.622**	0.388*	0.680**	-						
5 = X_5	0.672**	0.473**	0.726**	0.308	-					
6 = X_6	0.708**	0.707**	0.667**	0.725**	0.412*	-				
7 = X_7	0.453**	0.391*	0.616**	0.433*	0.246	0.540**	-			
8 = X_8	0.796**	0.688**	0.819**	0.693**	0.672**	0.849**	0.605**	-		
9 = X_9	0.476**	0.774**	0.616**	0.441*	0.538**	0.697**	0.375*	0.609**	-	
10 = GC	0.623**	0.634**	0.626**	0.224	0.625**	0.560**	0.397*	0.638**	0.562**	-

** Correlation is significant at the 0.01 level.

* Correlation is significant at the 0.05 level.

Table (83, 84, 85 and 86) presents the effect of QWL factors on group cohesiveness across four departments of sugar mills through regression analysis.

Table 83 : Stepwise Regression Analysis for Administration Department

(Dependent variable : Group Cohesiveness)

Variables in the equation	Multiple R	R square	F	P	Beta
X ₃ = Immediate opportunities to develop human capacities	0.592	0.351	31.847	0.000	0.592
X ₂ = Safe and healthy working condition	0.650	0.422	21.214	0.009	0.309

The above table shows that two independent variables (QWL factors) were entered in the equation and the order of inclusion was : *immediate opportunities to develop human capacities* and *safe and healthy working condition*. As each additional variable was entered, the multiple R and R² increased. This indicates that *immediate opportunities to develop human capacities* and *safe and healthy working condition* are the best set of predictors of group cohesiveness having a combined contribution of about 42%. Allowing one of the independent variable to operate while controlling the other variables in the equation, it was found that *immediate opportunities to develop human capacities* has a positive contribution (beta = 0.592) and *safe and healthy working condition* has a positive contribution also (beta = 0.309). The individual contribution of these variables was statistically significant.

Table 84 : Stepwise Regression Analysis for Cane Department

(Dependent variable : Group Cohesiveness)

Variables in the equation	Multiple R	R square	F	P	Beta
X ₆ = Constitutionalism in the work organization	0.591	0.349	19.315	0.000	0.591

The above table shows that only one independent variable entered in the equation. The result indicates that *constitutionalism in the work organization* has a contribution of about 35% to group cohesiveness.

Table 85 : Stepwise Regression Analysis for Factory Department

(Dependent variable : Group Cohesiveness)

Variables in the equation	Multiple R	R square	F	P	Beta
X ₈ = The social relevance of working life	0.575	0.331	32.645	0.000	0.575
X ₅ = Social integration in the work organization	0.628	0.394	21.174	0.011	0.286

This table shows that two independent variables (QWL factors) were entered in the equation and the order of inclusion was : *the social relevance of working life* and *social integration in the work organization*. As each additional variable was entered, the multiple R and R² increased. This indicates that *the social relevance of working life* and *social integration in the work organization* are the best set of predictors of group cohesiveness having a combined contribution of about 39%. Allowing one of the independent variable to operate while controlling the other variables in the equation, it was found *the social relevance of working life* has a positive contribution (beta = 0.575) and *social integration in the work organization* has a positive contribution also (beta = 0.286). The individual contribution of these variables was statistically significant.

Table 86 : Stepwise Regression Analysis for Finance Department

(Dependent variable : Group Cohesiveness)

Variables in the equation	Multiple R	R square	F	P	Beta
X ₈ = The social relevance of working life	0.638	0.407	21.314	0.000	0.638

The above table shows that only one independent variable entered in the equation. The result indicates that *the social relevance of working life* has a contribution of about 41% to group cohesiveness.

Note : P = 0.000 this prob value is less than significance level of $\alpha = 0.01$, we conclude that the regression as a whole is significant [cited in Levin, R. I. And Rubin, B. S., (1998). *Statistics For Management*, 7th ed. New Delhi: Prentice Hall of India Pvt. Ltd.].

8. 3 Discussion of Results

The discussion of results of the present study is concerned with the hypothesis that the quality of work life has a definite effect on group cohesiveness.

A person's attraction to a group is determined not simply by the characteristics of the group but also his view about those characteristics related to his needs and values. Each man has variety of needs of different intensities e.g., need for affiliation, status, recognition, security, money, etc. The greater the degree to which a group satisfy these needs, the greater will be its cohesiveness (Tripathi, 1978).

Before the discussion, few points are required to be highlighted here:

1. This hypothesis is based of the idea that when work group members and their leader seek to build themselves into team (high group cohesion).

2. An attempt to establish the relationship between the independent variable (QWL) and dependent variable (group cohesiveness) is based on correlational approach.
3. Many factors beside QWL factors, which may influence cohesiveness of the group, but in this investigation an attempt is made to study the group cohesiveness in perspective QWL factors only. It may be mentioned here that in social researches, total elimination of intervening variables is impossible.
4. The departments of sugar mill used in the study are based on distinct and major functions. These structural and functional peculiarities of the departments may invite different QWL factors explanations for group cohesiveness.

The department wise discussions of results are as follows:

Administration Department:

It is evident from the correlation analysis (Table-76 and Table-79) that out of nine QWL factors, eight are found to be positively and significantly correlated with the group cohesiveness. The highest correlation is observed for the factor *immediate opportunity to develop human capacities (X₃)*, followed by *the social relevance of working life (X₈)*, *safe and healthy working condition (X₂)*, *opportunity for conditioned growth and security (X₄)*, *work and total life space (X₇)*, *adequate income and fair compensation (X₁)*, *social integration in the work organization (X₅)* and *constitutionalism in the work organization (X₆)*. The QWL factor *job stress (X₉)*, is positively correlated also but not significant.

An employee of an organization is most satisfied, with the opportunity to use and develop his capability, provided by the organization. According to Maslow (1943), people want to satisfy their higher order needs once they satisfy their basic

needs like pay and good physical condition. These higher orders needs include recognition and social status. An employee provided optimum degree of freedom in work could improve him on the job, which gives him satisfaction. Ultimately scope to use and develop human capacities provides autonomy in work and participation in planning. According to Jain (1991) *immediate opportunity to develop human capacities (X₃)* emphasizes the autonomy, multiple skill information and whole task planning. The functions of administration department in the sugar industry include the active planning, major direction and coordination as a whole. These types of functions of an organization ultimately involve the determination of objectives, the operating policies and results. In the present study, it was found that this department had freedom to express their new ideas and autonomy, which made sense of pride in employee's jobs. The effective and useful communication network was found in this department which leads group cohesiveness. It can be said that here structural advantage helps employees to develop their career, which was also found in this department. And in sugar mills departmental score for this factor *immediate opportunity to develop human capacities (X₃)* is high and contributing in enhancing the cohesiveness. The QWL factor *the social relevance of working life (X₈)* is found positively correlated with group cohesiveness in this department. The strong desire for finding some importance to be attributed towards their work life may have contributed to the positive relationship of *the social relevance of working life (X₈)* and group cohesiveness. Employees who spend a lot of time at their workplace consider the physical working conditions an important factor. In this present study it was found that QWL factor *safe and healthy working condition (X₂)* was good for administration department in the sugar industry. Seating arrangement, water facility, fresh air and sanitary conditions were found satisfactory for the employees of administration department who engage themselves in deskwork.

Regarding QWL factor *opportunity for continued growth and security (X₄)*, it was found that vertical movements were more in this department compared to other

departments in the sugar industry. Employee's feelings about future career advancement helped them in binding the group cohesiveness.

The factor *work and total life space* (X_7) is found to be significantly correlated with group cohesiveness in administration department. Balanced relationship among work, non-work and family has important implication for group behaviour. Work is balanced when its schedule and demands are such that they do not take up much of leisure and family time. When an employee feels happy in a particular situation, he likes to continue his relation with that situation. Considering this view it can be said that if the work life provides satisfaction to an employee, he or she will develop good relations with his/her colleagues and it will enhance cohesiveness of the department.

The factor *adequate income and fair compensation* (X_4) is found significantly and positively correlated with group cohesiveness in this department. People work for good earning to maintain a better life. Adequate income and fair compensation refers to a just and fair balance between effort and gain. It includes such things as a fair job evaluation –training to perform the job reasonably, ability of the organization to pay, demand and supply of talent and skill, and profit sharing (Saiyadain, 1997). Compensation plays a major role in employee's satisfaction. Basically in a country like Bangladesh, where the employee's welfare programmes are not properly maintained, compensation is the main source of satisfaction of the employees. Compensation package includes all other fringe benefits and social welfare programmes. Fringe benefits gives employees a feeling of gaining something extra which enhance cohesiveness of the department.

The QWL factor *social integration in the work organization* (X_5) is significantly and positively correlated with cohesiveness of administration department. In this department workflow is continuous and there is demand of teamwork. Functional dependency on each other, positive response of linking, friendship in this department affects the cohesiveness of the department.

The factor *constitutionalism in the work organization* (X_6) emphasizes an equitable treatment for employment. It is about the employee's rights and the ways of protecting his rights in the work place. Some of the important aspects of constitutionalism that affect employee's life are personal privacy, free speech, due process in work place, proper official procedure and access to justice. Table-76 shows that employees of administration department are satisfied with factor *constitutionalism in the work organization* (X_6). Management style through the equitable treatment may be the reason why *constitutionalism in work organization* (X_6) comes in the cohesiveness of the department.

Regression analysis (Table-83) revealed that *immediate opportunity to develop human capacity* (X_3) and *safe and healthy working condition* (X_2) had emerged as prime factors in predicting group cohesiveness.

Cane Department:

Table-76 and Table-80 show that seven QWL factors are positively and significantly correlated with cohesiveness of cane department viz., *constitutionalism in the work organization* (X_6), *the social relevance of working life* (X_8), *safe and healthy working condition* (X_2), *immediate opportunity to develop human capacity* (X_3), *social integration in the work organization* (X_5), *job stress* (X_9) and *work and total life space* (X_7). In this department other two QWL factors *adequate income and fair compensation* (X_1) and *opportunity for continued growth and security* (X_4) are positively correlated but not significant.

The correlations between seven QWL factors and group cohesiveness are found positively significant in the cane department. The highest correlation is observed between QWL factor *constitutionalism in the work organization* (X_6) and group cohesiveness. In cane department of sugar industry the following functions are performed sugar cane plantation, sugar cane purchase, sugar cane transportation,

seed supply, loan sanction and extensive sugar cane field survey and visit. In this department teamwork is essential and continuous workflow is going on. Physical movements of the employees of this department affect the frequency of interactions with one another. These type of jobs create positive responses of linking, friendship and acceptance with one another. Sherif (1936), found that interaction increases the degree of interpersonal attraction. However, functional dependency on each other in the cane department affects the cohesiveness of the department, viz., administration, cane, factory and finance. It is observed from the regression analysis (Table-84) that *constitutionalism in the work organization* (X_6) has emerged as prime factor in predicting group cohesiveness.

Factory Department:

In factory department, the significant positive correlation are observed between, *the social relevance of working life* (X_8) and group cohesiveness, *social integration in the work organization* (X_5) and group cohesiveness, *work and total life space* (X_7) and group cohesiveness, *constitutionalism in the work organization* (X_6) and group cohesiveness (Table-76 and Table-81).

Regarding *the social relevance of working life* (X_8) and *social integration in the work organization* (X_5) it can be said that the social image and respect, status and peer group influenced by employees work command and reaction to colleagues. It is management responsibility to provide satisfaction on these factors for any department. Social life and work life of an employee are inter-dependent. Various roles a man plays in his social system which influence his work life. The employees of factory department of sugar industry believe that their department holds a good image and this is a very morale-boasting phenomena which enhance cohesiveness of the department.

The QWL factor *work and total life space* (X_7) plays an important role in employee's personal life. Mehta (1976, 1977) pointed out in his studies that employees perception regarding availability of influence and autonomy, economic compensation, interpersonal support, respectful supervisory behaviour are important factors of general life satisfaction. It can be said in the factory department –working hours and patterns, greater flexibility in the relation between work, family and non-work activities are contributing in enhancing the cohesiveness.

Regarding *constitutionalism in the work organization* (X_6) it can be said that in the factory department management takes care of the rights of employees without any discrimination and protects the basic privacy and also gives a chance to express employees views which contributing in enhancing the cohesiveness. Regression analysis (Table- 85) indicated that *the social relevance of working life* (X_8) and *social integration in the work organization* (X_9) has emerged as prime factors in predicting group cohesiveness..

Finance Department:

From the correlational analysis (Table-76 and Table-82) it is observed that eight QWL factors out of nine are significantly and positively correlated with group cohesiveness in the finance department. The highest correlation is observed between *the social relevance of working life* (X_8) and group cohesiveness. Sugar industry's images in society, challenging job etc, are the components of *the social relevance of working life* (X_8) which influence one's job. Employees of finance department are found to be satisfied regarding most of these QWL components. They agree that they put in useful work to the society. Their social status has improved after joining at the sugar mill. Their job also secures dignity and respect in society.

Safe and healthy working condition (X₂) is hygiene factor. It does not motivate the employees, but its absence causes dissatisfaction. Comfortable seating position, good lighting and ventilation, which keep the employees of finance department in good spirit throughout the day. It may be the cause to help in building the group together.

Regarding other six QWL factors (X₃, X₅, X₁, X₉, X₆ and X₇) it can be said that management efforts to enhance of employee's skill capability and potentialities lead the employee's development and help in building the group together. The regression analysis (Table-86) showed that *the social relevance of working life (X₈)* contributing towards group cohesiveness. The present findings support the earlier findings by Jain (1991), who found that some of the QWL factors were positively contributed towards group cohesiveness.

Thus it is evident that four factors: - *social integration in the work organization (X₅)*, *constitutionalism in the work organization (X₆)*, *work and total life space (X₇)* and *the social relevance of working life (X₈)* are positively and significantly correlated with group cohesiveness for all departments.

All other QWL factors are positively correlated with group cohesiveness (GC) for all departments and these correlations are found mostly significant. Regression analysis also supports that QWL factors have effect on group cohesiveness. Thus, we can sum up that quality of work life has a definite effect on group cohesiveness (GC).