A STUDY ON EMPLOYEE ATTITUDE AT SRI GOWRISH CNC PVT. LTD., COIMBATORE

A PROJECT REPORT

Submitted by
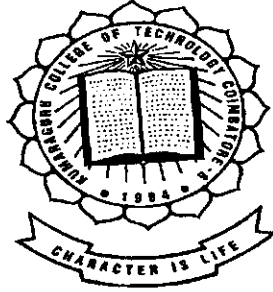
SHINY DIVYA MAGDALENE
Reg. No. 0820400046

In partial fulfilment of the requirements

for the award of the degree

Of

MASTER OF BUSINESS ADMINISTRATION

KCT Business School

Department of Management Studies

Kumaraguru College of Technology

(An autonomous institution affiliated to Anna University, Coimbatore)
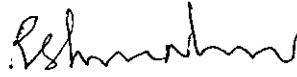
Coimbatore – 641 006

August 2009

DEPARTMENT OF MANAGEMENT STUDIES

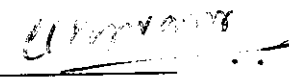# KUMARAGURU COLLEGE OF TECHNOLOGY (AUTONOMOUS)
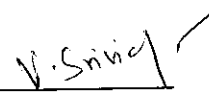
COIMBATORE

BONAFIDE CERTIFICATE

Certified that this project titled "A STUDY ON THE EMPLOYEE ATTITUDE

AT SRI GOWRISH CNC PVT. LTD." is the bonafide work of Ms. SHINY

DIVYA MAGDALENE who carried out this project under my supervision.

Certified further, that to the best of my knowledge the work reported herein does

not form part of any other project report or dissertation on the basis of which a

degree or award was conferred on an earlier occasion on this or any other

candidate.

MRS.R.HEMANALINI

FacultyGuide

PROF.S.V.DEVANATHAN

Director

Evaluated and viva-voce conducted on ....11.─7.─7.............

Examiner I

ExaminerII

Sri Gowrish CNC Pvt. Ltd.,

04 September 2009

TO WHOMSOEVER IT MAY CONCERN

This is to certify that, Ms. Shiny Divya Magdalene (roll no. 08 MBA 46) from KCT business school, Coimbatore has successfully completed her summer project work titled "A study on the employee attitude at Sri Gowrish CNC Pvt. Ltd.," during the period 15.06.09 to 30.07.09.

During the project period, she has shown keen interest to learn new things.

We wish her all the best, in future endeavors.

Thanking you,
For SRI GOWRISH CNC PVT. LTD.,

S. BALAMURUGAN
Director

ACKNOWLEDGEMENT

I thank the GOD, Almighty for his blessings bestowed upon me, which gave strength, confidence and health for completing this project.

I express my sincere gratitude to our beloved Chairman **Arutchelvar Dr. N .Mahalingam,** the prime guiding spirit of Kumaraguru College of Technology.

I express my sincere gratitude to our beloved Co-chairman **Dr.B.K.Krishnaraj Vanavarayar, B.Com, B.L,** the prime guiding spirit of Kumaraguru College of Technology.

I express my sincere gratitude to our beloved correspondent **Mr.M.Balasubramaniam, M.Com, MBA(U.S.A),** the prime guiding spirit of Kumaraguru College of Technology.

I express my sincere gratitude to our beloved Principal in-charge **Dr N.Annamalai,** the prime guiding spirit of Kumaraguru College of Technology.

I wish to express my sincere thanks to Prof. **Dr.S.V.Devanathan,Ph.D,** Director, KCT Business School, for his continuous encouragement throughout my project.

I wish to express deep sense of obligation to **Mrs R.Hemanalini,** Lecturer, KCT Business School, for her intensive guidance throughout my project.

I wish to express my heartful thanks to **Mr.Bala Murugan,** Managing Director,Sri Gowrish Cnc Pvt. Ltd., for his invaluable guidance to complete the project work.
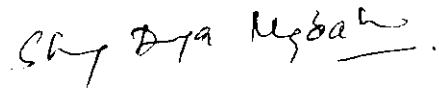
Finally, I thank my friends and parents for their continuous support and encouragement without which the project could not be a successful.

DECLARATION

I hereby declare that the dissertation entitled **"A STUDY ON THE EMPLOYEE ATTITUDE AT SRI GOWRISH CNC PVT. LTD."** submitted for the **MASTER OF BUSINESS ADMINISTRATION** degree is my original work and the dissertation has not formed the basis for the reward of any Degree, Associateship, Fellowship or any other similar titles.

Date: 10 . 9 . 2009

Place: Coimbatore

SHINY DIVYA MAGDALENE

EXECUTIVE SUMMARY

"ATTITUDE IS A LITTLE THING THAT MAKES A BIG DIFFERENCE"

Whenever you are in conflict with someone there is one factor that can make the difference between damaging your relationship and deepening it. That factor is "Attitude" – Timothy Bentley.

Attitude is an emotion that all people experience. Attitude is positive, negative or neutral views of a person, behaviour or event. Attitude of an individual plays an important role because positive attitude affects body vibrations in a positive manner and negative attitude affects body in a negative manner. Attitudes comes from judgements. In psychology, attitude is a mental position with regard to a fact or state. Attitude tends to reflect objects and events to react to them with some consistency. They are not directly measurable or observable but rather inferred from the responses a person makes.

The project titled "Study of employee attitude at Sri Gowrish CNC Pvt. Ltd.," has been carried out to determine the attitudes of employees. It helps the organization to know about an individual's attitude in a social gathering, organizing level, body language, motivation level, present ability, etc. Knowing the attitude of an individual helps the organization to improve its work culture and identify the individual's potential and it also helps the individual to know his attitude.

In this project the attitude of employees has been studied on the basis of quality of working environment, effectiveness of organization's culture and climate and extent of balance between work life and personal life. The project has been done for a period of 45 days using interview schedule and questionnaire method. A sample of 55 was taken for analysis. The analysis used for the study is percentage analysis and chi-square. Based on the analysis, findings and suggestions were given to the company.

"Our attitude towards life determines our altitude towards it"

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CHAPTER 1

INTRODUCTION

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Attitude is an emotion that all people get when they have other emotions. Attitudes are positive, negative or neutral. People can also be ambivalent towards a target meaning that they simultaneously possess positive, neutral and negative bias towards the attitude in question. Attitudes develop on the abc model (affects behavioural change and cognition). The link between attitude and behaviour exists. But human behaviour is to be correctly understood.

Attitudes are also implicit and explicit. "Implicit" attitudes are unconscious but have effects. "Explicit" attitudes seem to affect people's behaviour though in different ways. They tend to be strongly associated with each other.

ATTITUDE:

"Attitude" is defined as evaluation of entities including behaviour that result in perception of favour or disfavour. Attitude influence behaviour in unison with two other factors

   a) Perception of social norms.

   b) Belief about one's personal ability to perform a specific behaviour.

   c) One common problem encountered in studying attitude is that attitude may either influence behaviour or be influenced by behaviour.

Measurement of attitudes can also be problematic. An attitude typically involves multiple evaluations. Example: An individual's attitude towards drinking

may involve evaluation of social benefits, benefits of getting drunk, risks and other problems. One strategy of measuring the attitude is to sum the evaluation favourable or not for the belief contributing to the overall attitude. Thus attitude can be measured with questionnaire items that can be read as a single source of assessment. Investigation heavily depends on behavioural indicators of attitude; attitude research is employed by social psychologists, advertising professionals, politicians and scientists among others. Public opinion researchers often to distinguish attitude from related concepts such as values opinion and knowledge.

ATTITUDE FORMATION:

Unlike personality, attitudes are expected to change as a function of experience. Attitude formation is divided into three areas: how attitudes are learned, the source of influence on attitude formation and the impact of personality on attitude formation.

ATTITUDE CHANGE:

It is important to recognise that much of what has been said about attitude formation is also basically true to attitude change. That is attitude changes are learned; they are influenced by personal experience and other sources of information, and personality affects both the receptivity and the speed with which they are likely to be altered.

Thus attitudes can be changed by persuasion.

In general attitude of a person is determined by their capacity to interact, their expressiveness, dependability, stress handling capacity, attentiveness, ego level, body language, etc.

BENEFITS OF ATTITUDE SURVEYS : ADVANTAGES

By conducting employee attitude surveys, employers show they are listening to their staff. Taking actual action on the findings further demonstrates to the workforce that their opinions are important and valued. This can pay dividends in terms of improved morale and commitment. Moreover, an attitude survey can be used to explore specific issues, such as the reasons for high employee turnover. Furthermore areas of concern can be identified that require attention and offer the greatest opportunity for improvement. Also surveys can help to prioritize employee work objectives to improve productivity and performance. Finally these surveys can be used to assess the current perception about certain managers or management in general.

Many organizations opt to use an external supplier to undertake, at least parts, of the survey process on their behalf. By doing so, they can benefit from the supplier's specialist expertise and resources, knowledge of best practice and experience of working with other organizations. Moreover, the independence and objectivity of the third party can help to reassure employees that their responses will remain anonymous and therefore influence return rates.

1.12 REVIEW OF LITERATURE

Sahl, Robert J. Human resources and labor relations, 1990[1]. Firms interested in learning about employees and the effectiveness of personnel management programs may want to create attitude surveys specific to their companies because standardized surveys may be over-generalized or focus on issues not important to all organizations. Experience has shown that firm-tailored surveys generate optimal results because they reduce paperwork and administrative costs. Determining important questions can be accomplished by gathering data from employees to pinpoint organization-specific issues and from top management to determine broad organizational issues. The surveys should include interviews with participants, and efforts should be made to communicate results, even if results are negative.

Crain Communications, Inc, Human **resources and labor relations, 1991[2]**, Problems in the workplace can be dealt with even before they arise by using employee attitude surveys. Surveys can help managers identify and clarify issues that need to be addressed, including job satisfaction, compensation, benefits, and attitudes toward company policies and practices. The most appropriate times to conduct attitude surveys are when there is a new CEO, after a major reorganization, after an acquisition, or when there are clear indications of problems within the organization. Software packages, such as Easy Gen, can help employers conduct and interpret surveys on their own.

York, David R. Human resources and labor relations, 1985[3], Attitude surveys provide a corporation with valuable information about its employees. For a survey to be successful, a company must invest the time and funds necessary for well-designed questionnaires, provide employees with survey results, and implement changes based on the results of the survey. Outside consultants are generally best able to conduct surveys, since they have the tools, data and experience required, and can assure employees of anonymity. Attitude surveys can be used to evaluate employee assets, management performance, training needs and morale.

BENJAMIN SCHNEIDER   STEVEN D. ASHWORTH   , A. CATHERINE HIGGS , LINDA CARR, University of Maryland at College Park   Allstate Research and Planning Center[4], This paper presents logic, procedures, validity, and use of employee attitude surveys targeted on strategic objectives of the firm. The logic is that employees at the front line are in an optimal position to report on the degree to which strategic initiatives are being carried out. The procedure is to design survey questions that focus on the initiative rather than on employees' personal feelings or satisfaction. To validate employee reports, the relationships between those reports and customer satisfaction over four quarters of the use of the survey are shown. Evidence shows that the logical and empirical keying of employee surveys to strategic initiatives and objectives of the firm provide data of immediate use to management, in the present case to both marketing and human resources management.

Stuart M. Klein, Allen I. Kraut and Alan Wolfson ,A Study of the Impact of Structure and Process, 1971[5],This study examines the impact of attitude survey feedback on recipients' attitudes toward the feedback process and their perceptions of survey utilization. Two populations were examined in a natural experimental setting: manufacturing employees and manufacturing managers. Independent variables were of two classes: structure and process. It was hypothesized that each class would be positively associated with the dependent variables. In the main, however, the process variables were more powerful predictors of the dependent measures. Analysis disclosed that structure facilitates process and is its natural antecedent. A model of information dissemination was posited whereby the relationship between structural variables and attitudes was moderated by process variables. This was supported by the data. In addition it was found that the process variables were of two classes: communication and involvement, the former predicting better to satisfaction with survey feedback and the latter predicting better to perceived utilization of the survey's results. Finally, it was found that the management group perceived utilization and satisfaction as highly related, probably because of the decision-making orientation of this group.

1.3 OBJECTIVE OF THE STUDY

Primary objective:

- To analyze the attitude of employees of Sri Gowrish CNC pvt. Ltd.

Secondary objectives:

- To solicit employee opinions on quality of the working environment.

- To study the effectiveness of the Organization's culture and climate.

- To analyze the extent of balance between work life and personal life.

1.4 SCOPE OF THE STUDY

The study is based on bringing out the individual attitude in the organization. Attitudes are positive, negative or neutral views of person, behaviour and event. Attitude of an individual plays an important role in determining the organization climate. Attitudes come from judgements. The study will provide the views and thoughts of the individual. The inference drawn in the study will make the person in charge to take accurate steps in the area where there is a loop hole.

As such the study will be of great help for the organization, thereby bringing an excellence in their action.

RESEARCH METHODOLOGY

3.a Type of study

Research can either be exploratory or descriptive. Exploratory research seeks to extend the boundaries of knowledge in a given area and with no necessary immediate application to existing problem. Descriptive research on the other hand, attempts to use existing knowledge as an aid to the solution of some give problem set of problems.

The research design used in this study has been descriptive in nature. The study and analysis is confirmed to the existing human resources in respect of the employee attitude.

3.b Sampling design

> Target population- 110

> Sample size - 55

3.c Methods of data collection

Primary data

Information that has been collected first hand. It involves interview schedule and questionnaire.

Secondary data

Secondary data refers to information that has previously been gathered by someone other than the researcher and / or for some other purpose than the research project at hand. Secondary data has been collected from the internet.

3.d Tools for analysis

> Percentage Analysis

> Chi-Square

1.5 LIMITATIONS

- The study is limited to the day shift employees only since night shift employees could not be employed due to uncertainties.

- The fear of the awareness being exposed to their superior might have acted as a mental block for the respondents to open up though confidentiality was assured.

- The finding of the study is confined to each and every individual. So it cannot be generalized.

- The attitude of an individual cannot be laid out as establishment fact since the individuals attitude might get changed in various circumstances.

CHAPTER 2

ORGANIZATION PROFILE

ORGANIZATION PROFILE

2.1 HISTORY OF THE ORGANIZATION

Sri Gowrish CNC Pvt. Ltd., is located at Coimbatore, the Manchester of South India. The company is one of the leading manufacturers of CNC precision parts. The Company was started by Mr. Balamurugan and Mr. Govindaraju, two engineers who previously worked in Lakshmi Machine Works. With the academic background in engineering and experience gained from the earlier organization the two directors have started Sri Gowrish Cnc which is now a well established organization.

Its mission statement is **"Where quality meets pricing and delivery"**

The company is mainly export oriented whose products contribute 60% to exports and 40% to domestic market. Under domestic market, two types of works are carried out namely Material Manufacturing and Sub-contracting. In Material Manufacturing, materials are supplied by the buyer and in sub-contracting, materials purchased and manufactured by the company.

The company has shown enormous growth in the export sector as the turnover has increased from 6 crores in 2007 – 2008 to 8 crores in 2008 – 2009. The company has also excelled in marketing its products both in the foreign and domestic markets. From its inception till now, the organization has performed well and has set a place for itself in the list of CNC Companies.

The company uses CAD and CAM facilities for designing and manufacturing its products. This has helped to reach milestones in a very short period.

WORKING CYCLE:

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                    ┌──────────────┐
                    │  PURCHASE    │
              ┌────▶│  ORDER       │────┐
              │     └──────────────┘    │
              │                         ▼
   ┌──────────────────┐        ┌──────────────┐
   │                  │        │  RAW         │
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   │                  │        │  PURCHASE    │
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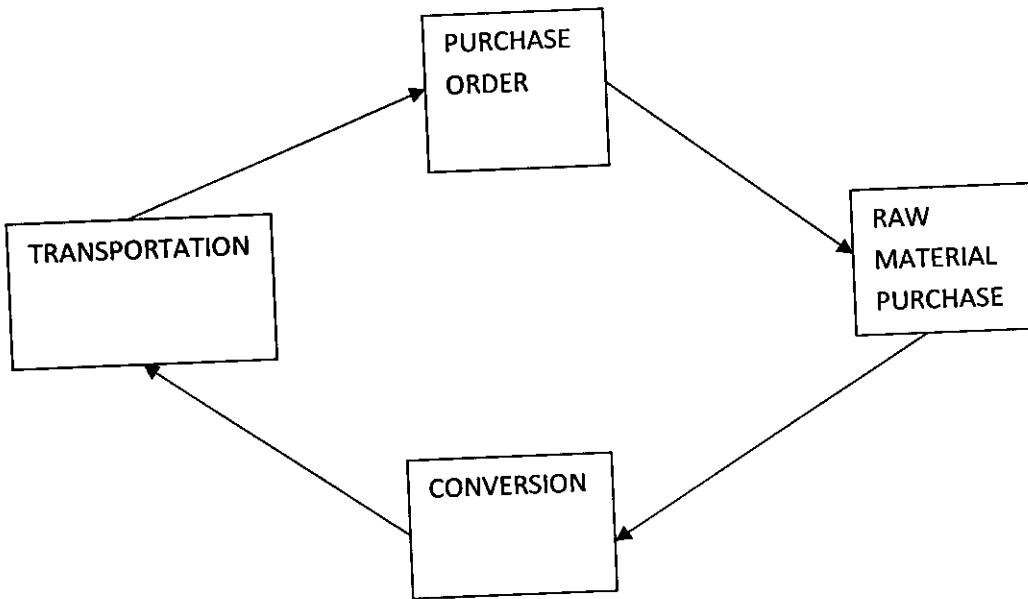
Being a contract manufacturer, Sri Gowrish CNC supplies parts to various Industries

like

- Automobiles

- Earthmoving Equipments

- Food Equipment

- Aero Space

- Motor & Pump

- Valve

- Printing Machinery

- Optics

- Textiles

- Dyeing

- Machine Tools...

The company offers to its customers the following:

➢ Stocking program

➢ JIT

➢ Kanban

➢ Bar coded Labels and packaging

➢ Assemblies

➢ Design

➢ Product Development

➢ Full Logistic Support

➢ Expedited Deliveries

➢ Prototype development and sampling

➢ SPC

➢ High and Low volume production

> Certification for material, heat treatment and plating

> Lowest Pricing, Timely Delivery and Exceptional Quality

Clientele details:

1. M/s. Mitsubishi Heavy Industries, Japan.

2. M/s. Specialty Packaging and Distribution Inc., USA.

3. M/s. Control Components Inc, USA.

4. M/s. CCI K.K , Japan.

5. M/s. Fukui, Japan.

6. M/s. Terrot GMBH, Germany.

7. M/s. MHI – VST, Mysore.

8. M/s. Ashok Leyland Limited, Hosur.

9. M/s. R L M, Coimbatore.

10. M/s. Instrumentation Limited, Palakkad.

11. M/s. Sanmar Group of Companies, Trichy.

12. M/s. GTN Exports Ltd., Coimbatore.

13. M/s. Flow serve , Canada.

2.2 MANAGEMENT:

Managing Directors: 2

Department	Designation	Number
Quality Control	Manager	1
	Engineer	3
	Inspectors	5
Production	**Manager**	2
	Senior Engineers	4
	Engineers.	10
	Operators.	25
Maintenance	Manager	1
	Assistant Manager	1
Administration	Manager	1
	Assistants	4
Planning	Engineers	4
Helpers	-	10
TOTAL		71

2.3 ORGANIZATION STRUCTURE:

Managing Directors (2)

Manager (Quality Control) (1)

Manager (Production) (2)

Manager (Administration) (1)

Manager (Maintenance) (1)

Engineers (Planning) (4)

Engineers (3)

Inspectors (5)

Assistants (4)

Helpers (10)

Senior Engineers (4)

Engineers (10)

Operators (25)

Assistant Manager (1)
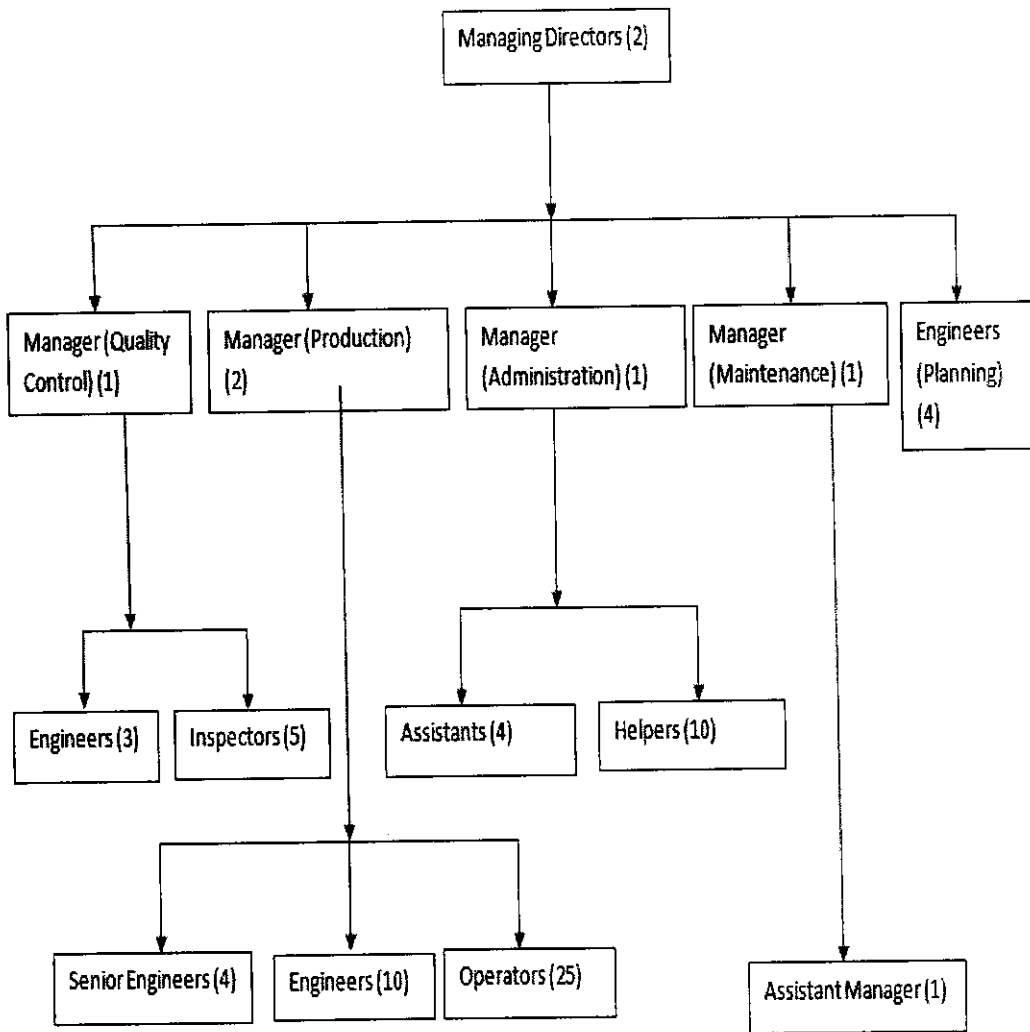
2.4 PRODUCTS PROFILE

Sri Gowrish CNC is a supplier of parts to various Industries like

- Automobiles

- Earthmoving Equipments

- Food Equipment

- Aero Space

- Motor & Pump

- Valve

- Printing Machinery

- Optics

- Textiles

- Dyeing
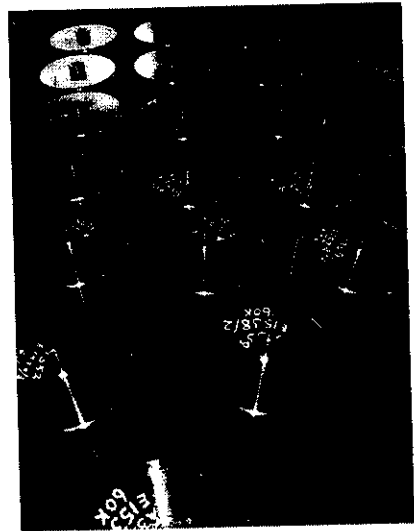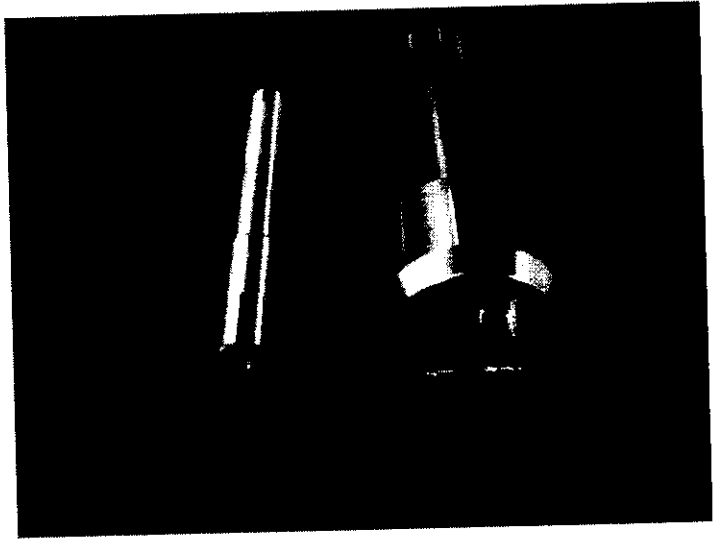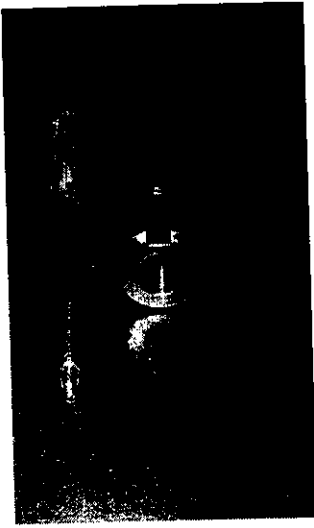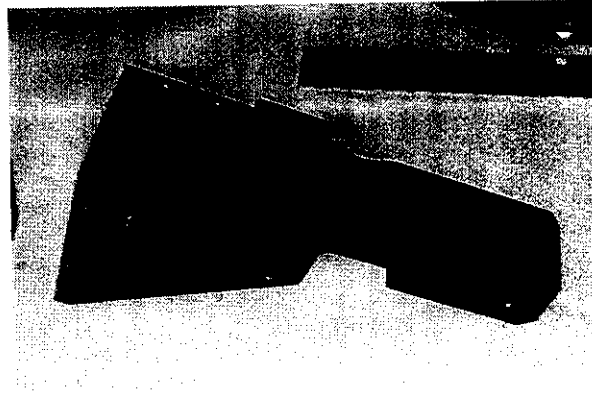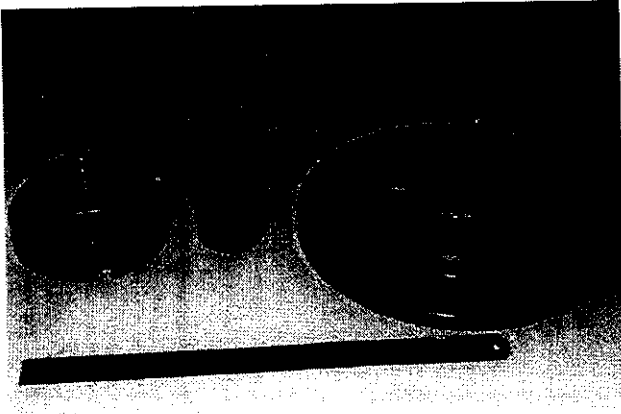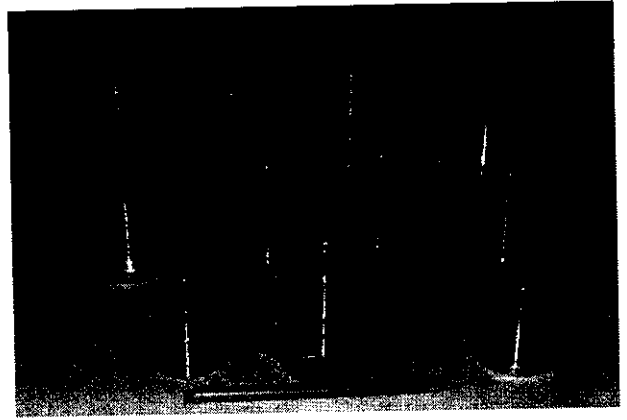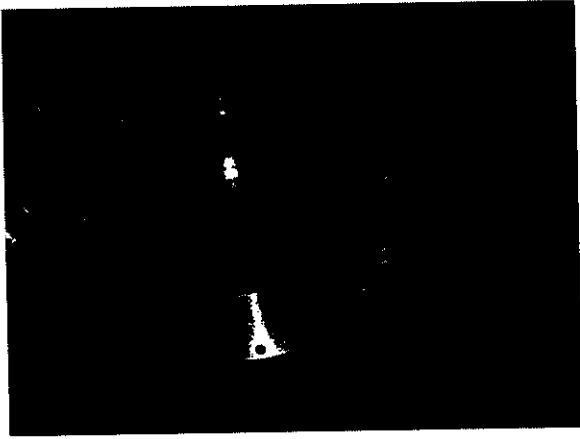
- Machine Tools

2.5 MARKET POTENTIAL

Computer Numerical Control (CNC) is an application-specific motion control system for industrial machinery, primarily targeting machine tool OEMs. More specifically, CNCs are focused on the largest segment of the machine tool market, metal working machinery, with a relatively smaller target including a number of other material contouring and cutting applications in wood, plastics, and glass.

The CNC market has simply exploded in the last two years leading to a compound annual growth rate of about 17% since 2005. In particular, the European and Asian markets have surged in overall revenues.Despite this extraordinary growth which is characteristic of an emerging market, the competitive alignment has remained remarkably consistent. For a market that typically experiences single digit growth and five year capital expenditures cycles the unprecedented growth is providing an opportunity for second tier competitors to make inroads into the market.

CHAPTER 3

DATA ANALYSIS & INTERPRETATION

DATA ANALYSIS AND INTERPRETATION

Table 3.1 AGE OF RESPONDENTS

Table presents the age of respondents such as < 25 years, 25 -35 years, 35 – 45 years and 45 – 55 years

Age	No. Of respondents	Percentage
< 25 years	23	42
25 - 35 years	25	45
35 - 45 years	6	11
45 - 55 years	1	2
Total	55	100

It is understood that, majority of the respondents (45%) belong to age group of 25 – 35 years.

Table 3.2 GENDER OF RESPONDENTS

Table presents the gender of the respondents such as male and female.

Gender	No. Of respondents	Percentage
Male	53	96
Female	2	4
Total	55	100

It is clear that majority of the respondents (96%) are male. This is because the nature of work is production.

Table 3.3 MARITAL STATUS OF RESPONDENTS

Table presents the marital status of the respondents such as single, married and others.

Marital status	No. Of respondents	Percentage
Married	17	31
Unmarried	38	69
Total	55	100

It is clear that majority of the respondents (69%) are unmarried.

Table 3.4 EDUCATIONAL STATUS OF RESPONDENTS

Table presents the educational status of the respondents such as school level, under

graduate, post graduate,

Diploma and others.

Educational Status	No. Of respondents	Percentage
School level	5	9
Under graduate	17	31
Post graduate	2	3
Diploma	24	44
Others	7	13
Total	55	100

It depicts that majority of the employees (44%) are diploma holders in

production. They will be more efficient for organizations of this type since they will have

a strong educational background.

Chart 3.4 EDUCATIONAL STATUS OF RESPONDENTS

Chart showing the educational status of the respondents
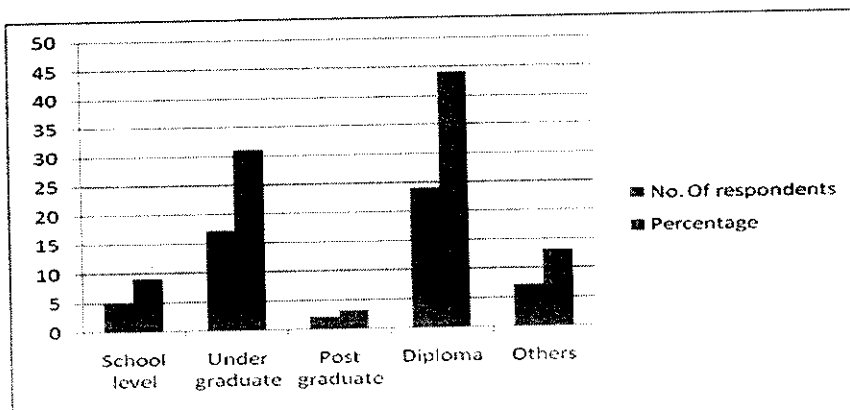
Table 3.5 DEPARTMENTS OF THE EMPLOYEES

Table presents the departments of the employees such as consultancy, finance/accounting, production, Sales and marketing

Department	No. Of respondents	Percentage
Consultancy	1	2
finance/accounting	6	11
Production	44	80
sales/ marketing	4	7
Total	55	100

It infers that majority of the employees (80%) are employed in production department and the least in consultancy.

Chart 3.5 DEPARTMENTS OF THE EMPLOYEES

Chart showing the departments of the employees
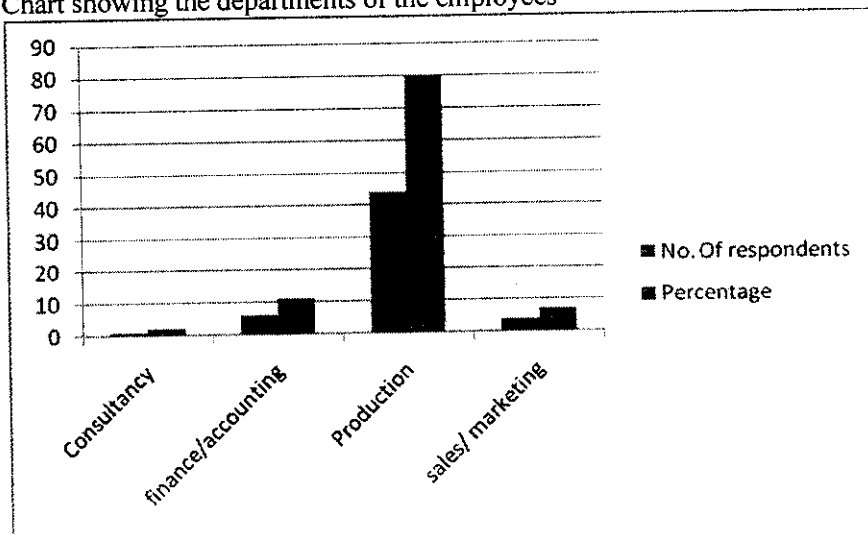
Table 3.6 WORKING EXPERIENCE OF THE EMPLOYEES

Table presents the working experience of the employees such as <1 year, 1-3 years, 3-6 years, 6 – 10 years and > 10 years.

Experience	No. Of respondents	Percentage
< 1 year	14	25
1 - 3 years	16	29
3 - 6 years	17	31
6 - 10 years	8	15
Total	55	100

It is inferred that majority of the employees(29%) have working experience of 3 -6 years which shows their loyalty towards the company without much preference to quitting the company.

Table 3.7 ACCESS TO INFORMATION

Table presents the level of agreement to access to information by the employees such as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree

Access To Information	No. Of respondents	Percentage
Strongly Disagree	1	2
Disagree	3	5
Neutral	14	26
Agree	32	58
Strongly Agree	5	9
Total	55	100

It depicts that majority of the employees (58%) agree that they have ready access to the information provided by the company. This helps to get their job done well as well as the friendliness of the management.

Chart 3.7 ACCESS TO INFORMATION

Chart showing the access to information by the employees
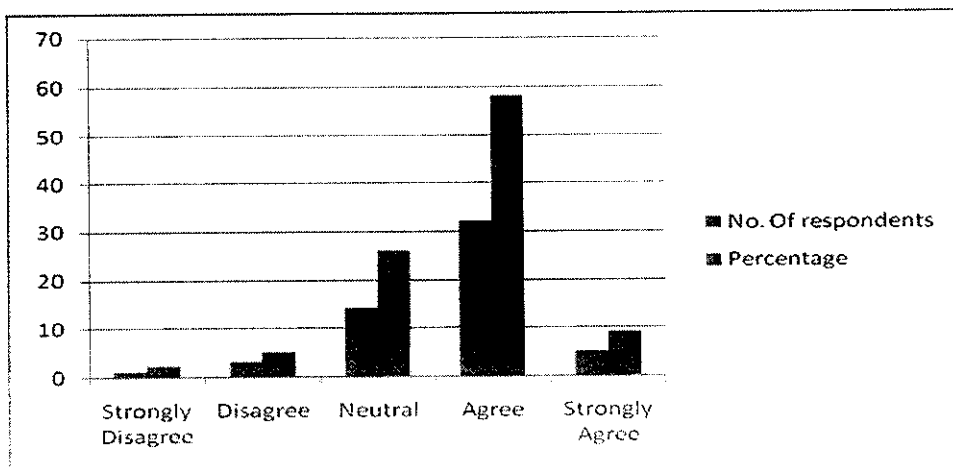
Table 3.8 MOTIVATION PROVIDED BY THE MISSION STATEMENT

Table presents the level of agreement to the motivation provided by the mission statement such as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree

Mission Statement	No. Of respondents	Percentage
Strongly Disagree	2	4
Disagree	1	2
Neutral	6	11
Agree	33	60
Strongly Agree	13	23
Total	55	100

It is understood that majority of the employees (60%) agree that the mission statement put forth is very motivating and thereby helps them to have a positive attitude to achieve the mission.

Chart 3.8 MOTIVATION PROVIDED BY THE MISSION STATEMENT

Chart showing the agreeability towards motivation provided by the mission statement

Table 3.9 INVOLVEMENT IN DECISION MAKING

Table presents the level of agreement to the involvement towards decision making such as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree

Decision Making	No. Of respondents	Percentage
Strongly Disagree	2	4
Disagree	11	20
Neutral	16	29
Agree	20	36
Strongly Agree	6	11
Total	55	100

It is clear that most of the employees (36%) agree that they are involved in decision making which is a positive sign for the employees that their decision making skills are being used and the interest on employees shown by the company.

Chart 3.9 INVOLVEMENT IN DECISION MAKING

Chart showing the agreeability towards decision making
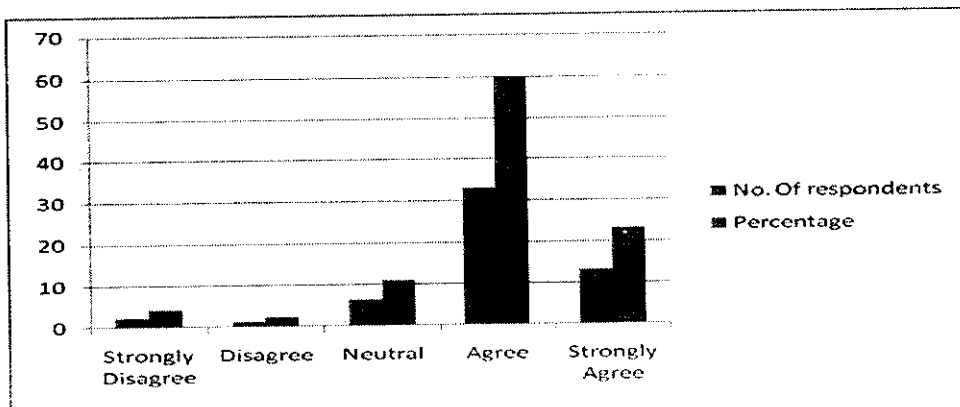
Table 3.10 KNOWLEDGE ABOUT THE JOB AND EXPECTATION ON DAILY BASIS

Table presents the level of agreement of the employees towards the knowledge about the job and expectation of job on daily basis such as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree

Expectation of job on daily basis	No. Of respondents	Percentage
Strongly Disagree	2	4
Disagree	6	11
Neutral	8	14
Agree	25	46
Strongly Agree	14	25
Total	55	100

It is understood that most of the employees (46%) agree that they know their job and what is expected of them on a daily basis which shows their attitude towards the job and helps them to perform better.

Chart 3.10 KNOWLEDGE ABOUT THE JOB AND EXPECTATION ON DAILY BASIS

Chart showing the agreeability towards the expectation of job on daily basis
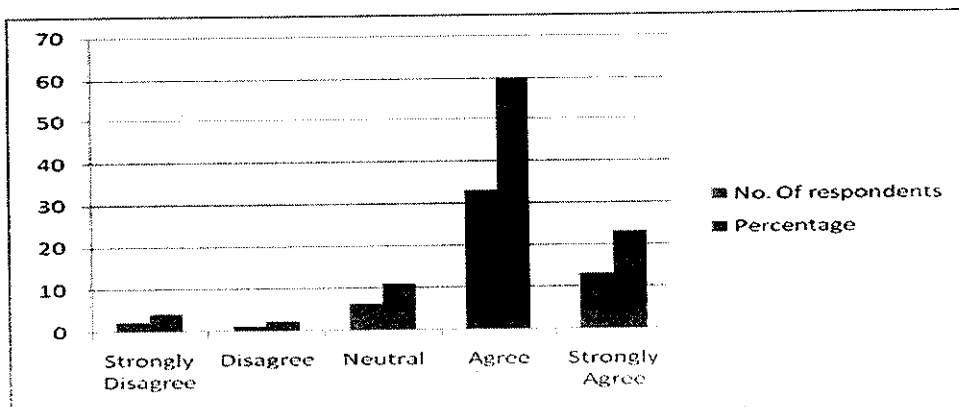

31
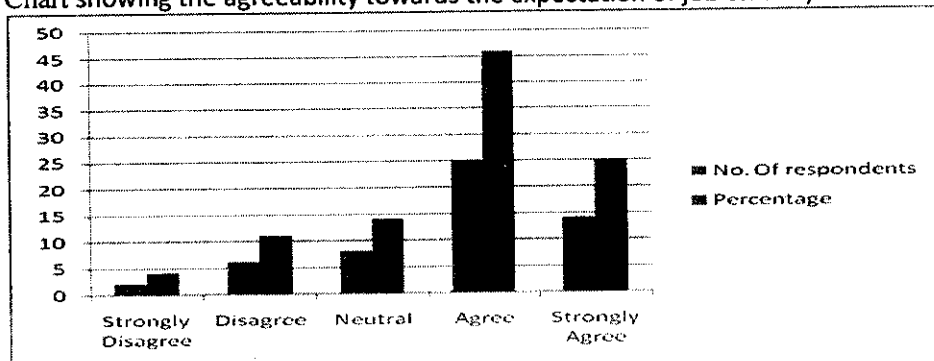
Table 3.11 PROVISION OF TRAINING

Table presents the level of agreement to towards training provided by the organization such as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree

Training	No. Of respondents	Percentage
Strongly Disagree	1	2
Disagree	6	11
Neutral	7	13
Agree	28	51
Strongly agree	13	23
Total	55	100

It is inferred that majority of the employees (51%) agree that the management provides proper training necessary to do the job. Therefore the company shows individual importance towards the employees as well as provides group training, when a new technology is introduced.

Chart 3.11 PROVISION OF TRAINING

Chart showing the agreeability towards training provided by the organization
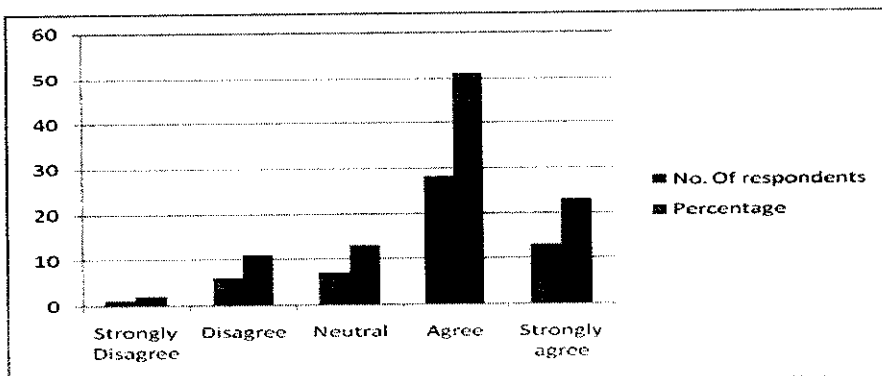
Table 3.12 ENCOURAGEMENT PROVIDED BY THE ORGANIZATION

Table presents the level of agreement to towards encouragement provided by the organization such as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree

Encouragement	No. Of respondents	Percentage
Strongly Disagree	5	9
Disagree	3	6
Neutral	8	14
Agree	23	42
Strongly Agree	16	29
Total	55	100

It is understood that most of the employees (42%) agree that they are being encouraged by the organization to develop new and more efficient ways of doing the job. It is a good sign of support to the employees provided by the organization in terms of production.

Chart 3.12 ENCOURAGEMENT PROVIDED BY THE ORGANIZATION

Chart showing the agreeability towards encouragement provided by the organization
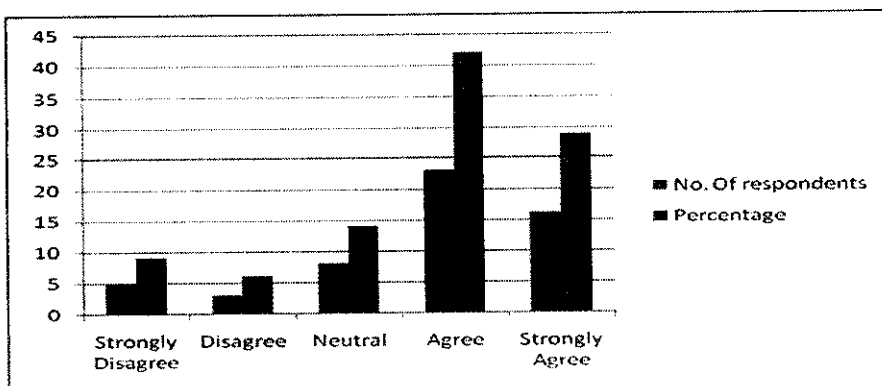
Table 3.13 PROVISION OF TRAINING

Table presents the level of agreement towards problem solving and doing the work such as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree

Working Together	No. Of respondents	Percentage
Strongly Disagree	1	2
Disagree	7	13
Neutral	11	20
Agree	25	45
Strongly Agree	11	20
Total	55	100

It depicts that majority of the employees (45%) agree that there is unity among the employees in solving problems and doing the work. The organization has created a good work climate for the employees.

Chart 3.13 PROBLEM SOLVING

Chart showing the agreeability among employees towards problem solving and doing the work
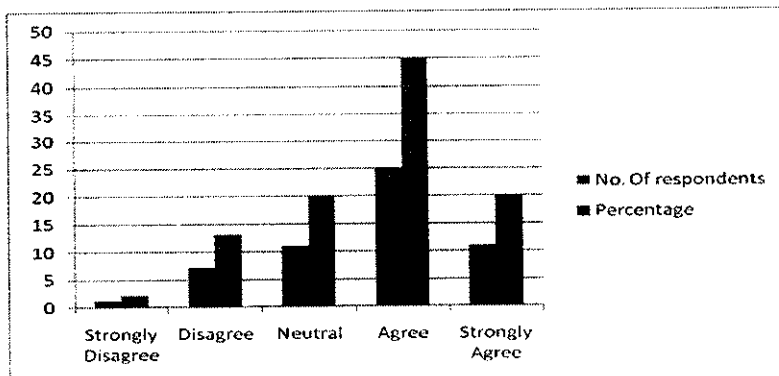
Table 3.14 FLEXIBILITY OF MANAGEMENT AND BALANCE BETWEEN WORK LIFE AND PERSONAL LIFE

Table presents the level of agreement towards the flexibility of management and balancing of work and personal life such as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree

FlexibilityOfManagement	No. Of respondents	Percentage
Strongly Disagree	7	13
Disagree	8	15
Neutral	11	20
Agree	20	36
Strongly Agree	9	16
Total	55	100

It is inferred that most of the employees (36%) agree that the management is flexible and therefore the employees are able to strike a balance between their work life and personal life.

Table 3.15 EMPLOYEES RECOMMENDING OTHERS FOR THE COMPANY

Table presents the level of agreement towards recommending others for the company such as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree

Recommending Others	No. Of respondents	Percentage
Strongly Disagree	4	7
Disagree	2	4
Neutral	14	25
Agree	23	42
Strongly Agree	12	22
Total	55	100

It is clear that most of the employees (42%)have showed their consent towards recommending the company for others to join. This shows that the employees have a good word-of-mouth about the company.

Chart 3.15 EMPLOYEES RECOMMENDING OTHERS FOR THE COMPANY

Chart showing the agreeability of employees towards recommending others for the company
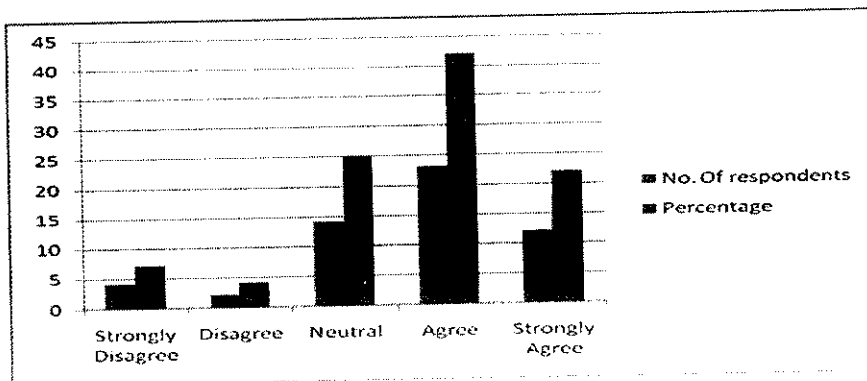
Table 3.16 OPEN AND COMFORTABLE WORK ENVIRONMENT

Table presents the level of satisfaction towards the creation of an open and comfortable work environment such as Highly Dissatisfied, Dissatisfied, Neutral, Satisfied and Highly Satisfied

Work Environment	No. Of respondents	Percentage
Highly Dissatisfied	4	7
Dissatisfied	2	4
Neutral	8	14
Satisfied	33	60
Highly Satisfied	8	15
Total	55	100

It is concluded that most of the employees (60%) are satisfied with the work environment. This shows that the organization has recognized that by providing an open and comfortable environment, the employees would feel at ease.

Chart 3.16 OPEN AND COMFORTABLE WORK ENVIRONMENT
Chart showing the satisfaction towards work environment
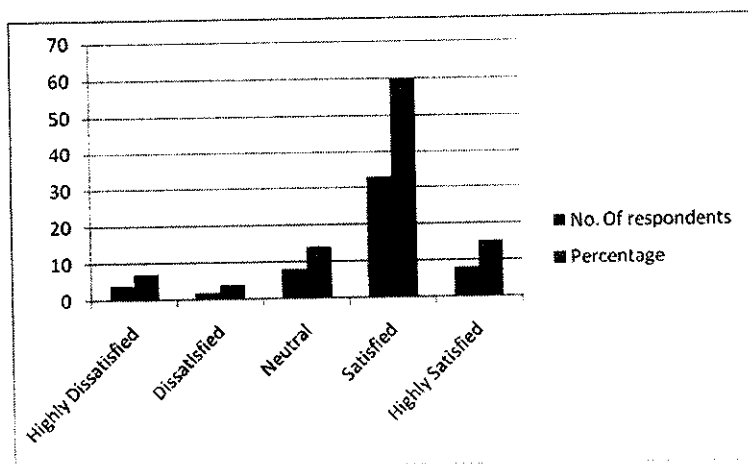
Table 3.17 RECOGNITION OF ABILITIES AND SKILLS

Table presents the level of satisfaction towards the management's recognition and use of employees' abilities and skills such as Highly Dissatisfied, Dissatisfied, Neutral, Satisfied and Highly Satisfied.

Recognition	No. Of respondents	Percentage
Highly Dissatisfied	3	6
Dissatisfied	3	5
Neutral	9	16
Satisfied	29	53
Highly Satisfied	11	20
Total	55	100

It is clear that majority of the employees (53%) are satisfied that the management recognises and uses the abilities and skills of the employees. This will help the employees to know that they are being recognised and used in their specialized area.

Chart 3.17 RECOGNITION OF ABILITIES AND SKILLS

Chart showing the satisfaction level of employees towards the management's recognition of employees' abilities and skills
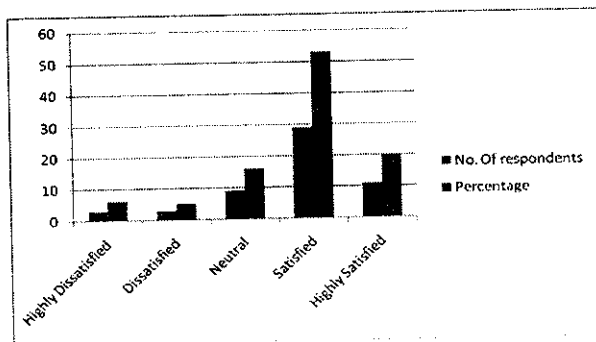
Table 3.18 TREATMENT BY THE MANAGEMENT

Table presents the level of satisfaction of employees towards treatment by the management such as Highly Dissatisfied, Dissatisfied, Neutral, Satisfied and Highly Satisfied

Treatment	No. Of respondents	Percentage
Highly Dissatisfied	1	2
Dissatisfied	6	11
Neutral	13	24
Satisfied	20	36
Highly Satisfied	15	27
Total	55	100

It is understood that most of the employees are satisfied that the management and other workers treat them with respect. This will increase the employees' self esteem and they will have a sense of pride in working for the organization.

Chart 3.18 TREATMENT BY THE MANAGEMENT

Chart showing the satisfaction level of employees towards treatment by the management

Table 3.19 PROMPT PAYMENT OF SALARY AND BENEFITS

Table presents the level of satisfaction of employees towards prompt payment of for the job such as Highly Dissatisfied, Dissatisfied, Neutral, Satisfied and Highly Satisfied.

Salary	No. Of respondents	Percentage
Highly Dissatisfied	2	4
Dissatisfied	5	9
Neutral	11	20
Satisfied	26	47
Highly Satisfied	11	20
Total	55	100

It is inferred that most of the employees (36%) are satisfied with the pay they get for the work done. Monetary motivation is what most of the employees prefer since money is important for their livelihood. If they are satisfied with their salary then a larger part of their satisfaction could be achieved.

Chart 3.19 PROMPT PAYMENT OF SALARY AND BENEFITS

Chart showing the satisfaction level of employees towards their salary
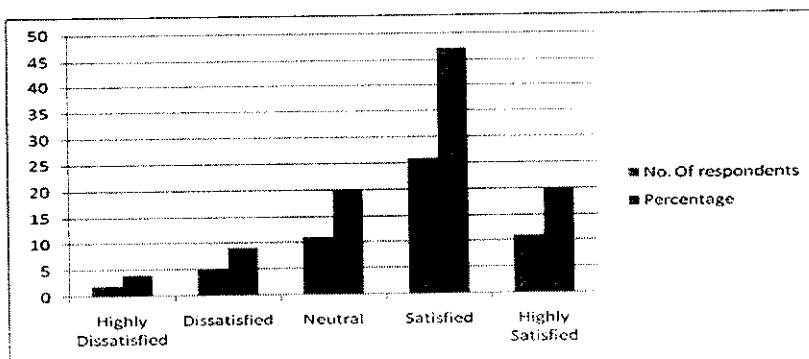
Table 3.20 SATISFACTION WITH WORK TIMINGS
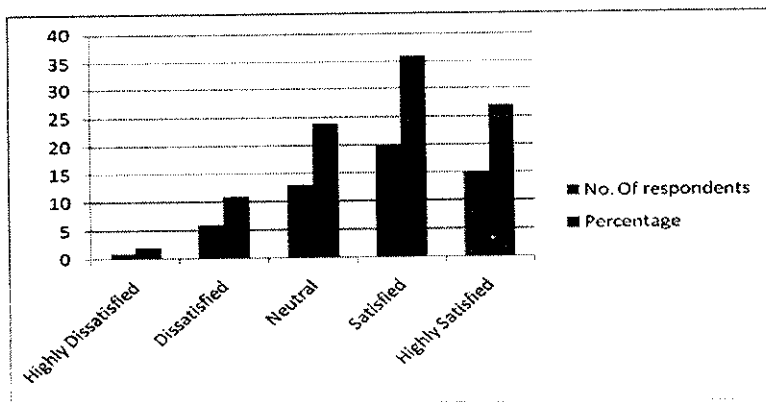
Table presents the level of satisfaction of the employees towards work timings such as Highly Dissatisfied, Dissatisfied, Neutral, Satisfied and Highly Satisfied.

Work Timings	No. Of respondents	Percentage
Highly Dissatisfied	1	2
Dissatisfied	5	9
Neutral	11	20
Satisfied	28	51
Highly Satisfied	10	18
Total	55	100

It is clear that many of the employees (51%) are satisfied with the work timings. This will help them to balance their work life and personal life. Also it will help to avoid over time work and lower the level of time stress.

Chart 3.20 SATISFACTION WITH WORK TIMINGS

Chart showing the satisfaction level towards work timings
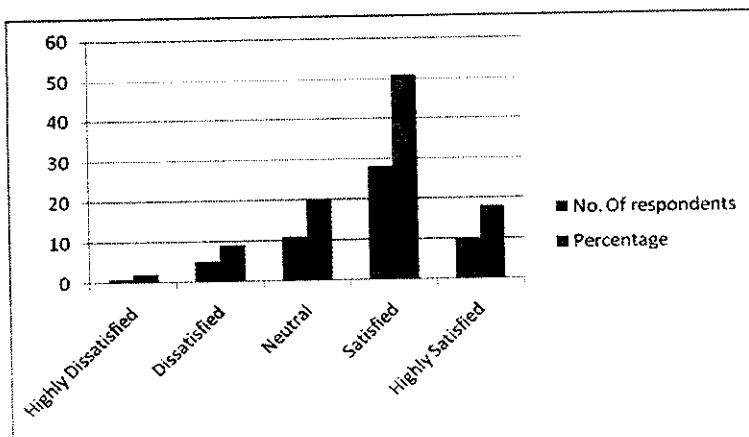
Table 3.21 OVERALL SATISFACTION WITH THE COMPANY

Table presents the level of satisfaction in regard to the company such as Highly Dissatisfied, Dissatisfied, Neutral, Satisfied and Highly Satisfied

Satisfaction With Company	No. Of respondents	Percentage
Highly Dissatisfied	1	2
Dissatisfied	4	7
Neutral	9	16
Satisfied	30	55
Highly Satisfied	11	20
Total	55	100

It is inferred that majority of the employees (55%) are satisfied with the company. This indicates that the organization is satisfactory on the whole.

Chart 3.21 OVERALL SATISFACTION WITH THE COMPANY

Chart showing the satisfaction level in regard to the company
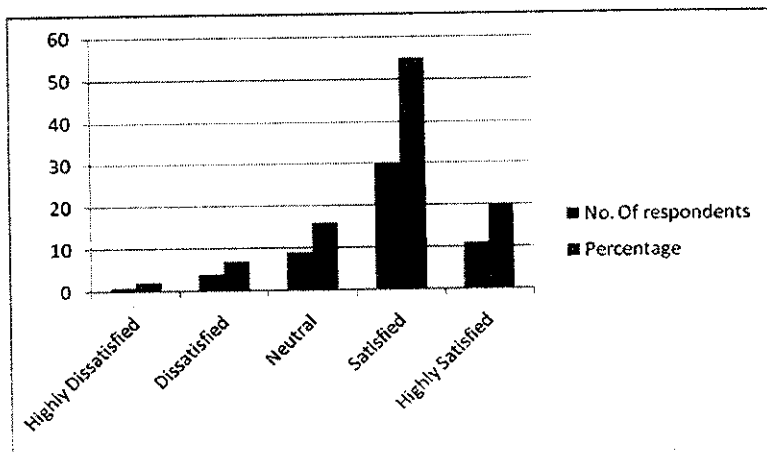
Table 3.22 PROVISION OF SERVICES

Table presents the rating of services like transport, canteen, restroom, water, first aid provided by the company as Excellent, Satisfactory, Average, Unsatisfactory and Poor.

Services	No. Of respondents	Percentage
Excellent	1	2
Satisfactory	24	44
Average	24	43
Unsatisfactory	6	11
Total	55	100

It is understood that majority of the employees have ranked the services as satisfactory (44%) closely followed by average (43%). This is because that services like transport and canteen are not available but other services like restroom, drinking water and first aid are good.

Chart 3.22 PROVISION OF SERVICES

Chart showing the rating of services provided by the company
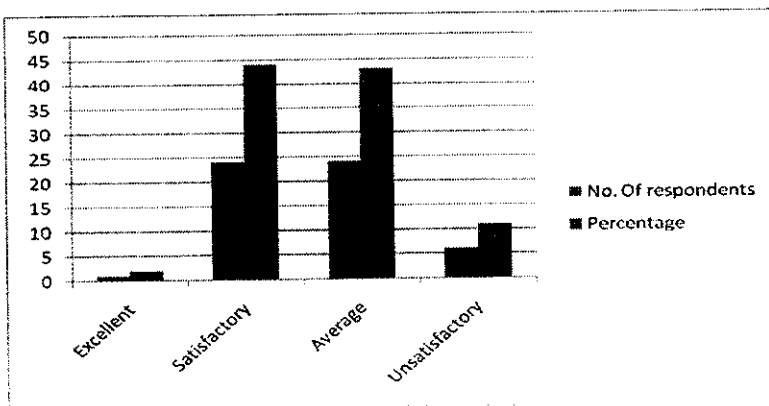
Table 3.23 SAFETY OF WORK ENVIRONMENT

Table present the level of safety of the work environment such as Very Safe, Safe, Neutral, Unsafe and Very Unsafe.

Safety Of Work Environment	No. Of respondents	Percentage
Very Safe	15	27
Safe	26	47
Neutral	11	20
Unsafe	3	6
Total	55	100

It is clear that many employees (47%) have ranked that the working environment is safe because the all the machines used are CNC machines while 6% have said that it is unsafe. This may be due to the fact that they are involved in activities like scrapping.

Chart 3.23 SAFETY OF WORK ENVIRONMENT

Chart showing the safety of the work environment
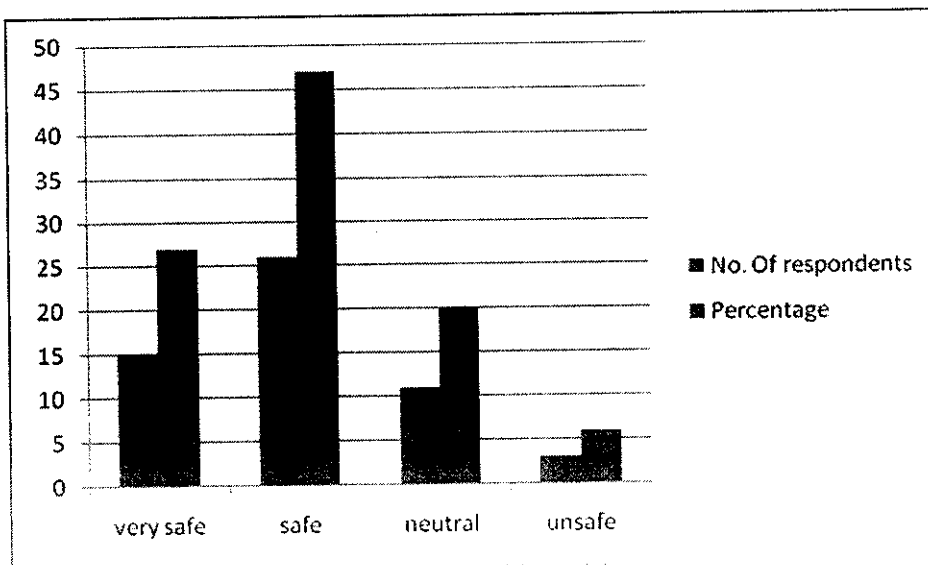
Table 3.24 TYPES AND LEVEL OF WORK STRESS

Table presents the different stresses and their levels faced by the employees. The different stresses are Work Pressure, Meeting out Deadlines, Lack of Coordination, Lack of adequate Safety measures and fear of new technology.

Stresses	No. Of respondents	Percentage
Work pressure	18	33
Meet out deadlines	23	42
Lack of coordination	6	11
Lack of adequate safety measures	0	0
Fear of new technology	8	14
Total	55	100

It is understood that meeting out deadlines (44%) is the major stress followed by work pressure and both are related. This is due to the increase in the demand for the products and their prompt delivery on time.

Chart 3.24 TYPES AND LEVEL OF WORK STRESS

Chart showing the stresses faced by the employees

45
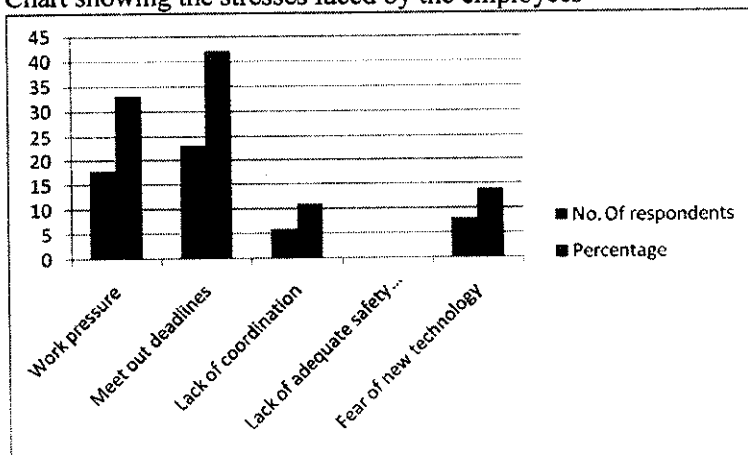
CROSS TABULATION:

Table 3.25 AGE AND DECISION MAKING

Table presents the cross tabulation between Age and Decision Making.

Count		Decision Making					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Age	< 25 years	1	7	6	7	2	23
	25 - 35 years	1	4	7	10	3	25
	35 - 45 years	0	0	3	2	1	6
	45 - 55 years	0	0	0	1	0	1
Total		2	11	16	20	6	55

H0: There is no significance between age and decision making

H1: There is significance between age and decision making.

CHI-SQUARE:

Degrees of freedom	Level of significance	Calculated Value	Table Value
12	5%	6.94	21.026

The table value is greater than the calculated value, therefore H0 is accepted. This shows that there is no significance between age and decision making. This shows that age is not a criterion for decision making. The management level in which they operate and educational qualification determines decision making.

Table 3.26 WORKING EXPERIENCE AND RECOGNITION OF SKILLS AND ABILITIES BY THE MANAGEMENT

Table presents the cross tabulation between Working Experience and Recognition of Skills and Abilities by the management

Count		Recognition					
		highly dissatisfied	dissatisfied	neutral	Satisfied	highly satisfied	Total
Experience	< 1 year	0	0	5	8	1	14
	1 - 3 years	2	2	2	6	4	16
	3 - 6 years	0	0	2	12	3	17
	6 - 10 years	1	1	0	3	3	8
Total		3	3	9	29	11	55

H0: There is no significance between working experience and recognition of skills and abilities by the management

H1: There is significance between working experience and recognition of skills and abilities by the management

CHI-SQUARE:

Degrees of freedom	Level of significance	Calculated Value	Table Value
12	5%	17.805	21.026

The table value is greater than the calculated value, therefore H0 is accepted. This shows that there is no significance between the working experience and the recognition of the employees' skills and abilities by the management. It is clear that the management does not discriminate the employees on basis of their working experience. It recognises everyone's skills and abilities irrespective of their experience.

Table 3.27 FLEXIBILITY OF MANAGEMENT AND WORK TIMINGS

Table presents the cross tabulation between Flexibility of management and work timings.

Count		Work Timings					Total
		highly dissatisfied	dissatisfied	neutral	Satisfied	highly satisfied	
Flexibility Of Management	strongly disagree	1	1	2	2	1	
	disagree	0	1	5	2	0	8
	neutral	0	1	3	7	0	1
	agree	0	2	1	12	5	2
	strongly agree	0	0	0	5	4	
Total		1	5	11	28	10	5

H0: There is no significance between Flexibility of management and work timings.

H1: There is significance between Flexibility of management and work timings.

CHI-SQUARE:

Degrees of freedom	Level of significance	Calculated Value	Table Value
16	5%	29.513	26.296

It is clear that the table value is less than the calculated value, therefore reject H0. This shows that there is significance between flexibility of management and work timings. Therefore the employees will be able to balance their work life and personal life.

Table 3.28 MISSION STATEMENT AND SATISFACTION WITH THE COMPANY

Table presents the cross tabulation between mission Statement and overall satisfaction with the company

	Count	Satisfaction With Company					Total
		highly dissatisfied	dissatisfied	neutral	satisfied	highly satisfied	
Mission Statement	Strongly Disagree	1	0	0	0	1	2
	Disagree	0	1	0	0	0	1
	Neutral	0	0	4	2	0	6
	Agree	0	2	3	21	7	33
	Strongly Agree	0	1	2	7	3	13
Total		1	4	9	30	11	55

H0: There is no significance between mission Statement and overall satisfaction with the company

H1: There is significance between mission Statement and overall satisfaction with the company

50

CHI-SQUARE:

Degrees of freedom	Level of significance	Calculated Value	Table Value
16	5%	40.118	26.296

It is clear that the table value is less than the calculated value, therefore reject H0. This shows that there is significance between mission Statement and overall satisfaction with the company. Since the employees are motivated by the mission statement they are able to perform well. The employee is also satisfied with the overall performance and climate of the organization.

Table 3.29 KNOWLEDGE ABOUT THE WORK AND WORK ENVIRONMENT

Table presents the cross tabulation between Knowledge about the Work and Work Environment

Count		Work Environment					
		highly dissatisfied	dissatisfied	neutral	satisfied	highly satisfied	Total
Knowledge About The Work	Strongly Disagree	1	0	0	0	1	2
	Disagree	3	1	1	1	0	6
	Neutral	0	1	1	4	2	8
	Agree	0	0	5	18	2	25
	Strongly Agree	0	0	1	10	3	14
Total		4	2	8	33	8	55

H0: There is no significance between Knowledge about the Work and Work Environment

H1: There is significance between Knowledge about the Work and Work Environment

52

CHI-SQUARE:

Degrees of freedom	Level of significance	Calculated Value	Table Value
16	5%	35.095	26.296

It is clear that the table value is less than the calculated value, therefore reject H0. This shows that there is significance between the employees knowledge about the work and the work environment. The employees know their job and what is expected of them on a daily basis. The management has also created an open and comfortable work environment. This will encourage the employees to perform well and feel at ease while doing the work.

CHAPTER 4

CONCLUSIONS

CONCLUSIONS

5.1 RESULTS AND DISCUSSIONS

> It is understood that, majority of the respondents (45%) belong to age group of 25 – 35 years.

> It is clear that majority of the respondents (96%) are male.

> It is clear that majority of the respondents (69%) are unmarried.

> It depicts that majority of the employees (44%) are diploma holders in production.

> It infers that majority of the employees (80%) are employed in production department and the least in consultancy.

> It is inferred that majority of the employees(29%) have working experience of 3 -6 years which shows their loyalty towards the company without much preference to quitting the company.

> It depicts that majority of the employees (58%) agree that they have ready access to the information provided by the company. This helps to get their job done well as well as the friendliness of the management.

> It is understood that majority of the employees (60%) agree that the mission statement put forth is very motivating and thereby helps them to have a positive attitude to achieve the mission.

> It is clear that most of the employees (36%) agree that they are involved in decision making which is a positive sign for the employees that their decision making skills are being used and the interest on employees shown by the company.

- It is understood that most of the employees (46%) agree that they know their job and what is expected of them on a daily basis which shows their attitude towards the job and helps them to perform better.

- It is inferred that majority of the employees (51%) agree that the management provides proper training necessary to do the job. Therefore the company shows individual importance towards the employees as well as provides group training, when a new technology is introduced.

- It is understood that most of the employees (42%) agree that they are being encouraged by the organization to develop new and more efficient ways of doing the job. It is a good sign of support to the employees provided by the organization in terms of production.

- It depicts that majority of the employees (45%) agree that there is unity among the employees in solving problems and doing the work. The organization has created a good work climate for the employees.

- It is inferred that most of the employees (36%) agree that the management is flexible and therefore the employees are able to strike a balance between their work life and personal life.

- It is clear that most of the employees (42%)have showed their consent towards recommending the company for others to join. This shows that the employees have a good word-of-mouth about the company.

- It is concluded that most of the employees (60%) are satisfied with the work environment. This shows that the organization has recognized that by providing an open and comfortable environment, the employees would feel at ease.

- It is clear that majority of the employees (53%) are satisfied that the management recognises and uses the abilities and skills of the employees. This will help the employees to know that they are being recognised and used in their specialized area.

- It is inferred that most of the employees (36%) are satisfied with the pay they get for the work done. Monetary motivation is what most of the employees prefer since money is important for their livelihood. If they are satisfied with their salary then a larger part of their satisfaction could be achieved.

- It is clear that many of the employees (51%) are satisfied with the work timings. This will help them to balance their work life and personal life. Also it will help to avoid over time work and lower the level of time stress.

- It is inferred that majority of the employees (55%) are satisfied with the company. This indicates that the organization is satisfactory on the whole.

- It is understood that majority of the employees have ranked the services as satisfactory (44%) closely followed by average (43%). This is because that services like transport and canteen are not available but other services like restroom, drinking water and first aid are good.

- It is clear that many employees (47%) have ranked that the working environment is safe because the all the machines used are CNC machines while 6% have said that it is unsafe. This may be due to the fact that they are involved in activities like scrapping.

- It is understood that meeting out deadlines (44%) is the major stress followed by work pressure and both are related. This is due to the increase in the demand for the products and their prompt delivery on time.

- From chi-square analysis, This shows that there is no significance between age and decision making. This shows that age is not a criterion for decision making. The management level in which they operate and educational qualification determines decision making.

- There is no significance between the working experience and the recognition of the employees' skills and abilities by the management. It is clear that the management does not discriminate the employees on basis of their working experience. It recognises everyone's skills and abilities irrespective of their experience.

- There is significance between flexibility of management and work timings. Therefore the employees will be able to balance their work life and personal life.

- There is significance between mission Statement and overall satisfaction with the company. Since the employees are motivated by the mission statement they are able to perform well. The company also satisfied with the overall performance end climate of the organization.

- There is significance between the employees knowledge about the work and the work environment. The employees know their job and what is expected of them on a daily basis. The management has also created an open and comfortable work environment. This will encourage the employees to perform well and feel at ease while doing the work.

5.2 SUGGESTIONS AND RECOMMENDATIONS

- ❖ The facilities for transport and canteen can be improved.

- ❖ Meeting out deadlines is a major stress which has to be minimized and alternatives could be taken up.

- ❖ More encouragement to achieve the mission by providing additional benefits.

- ❖ Introduction and implementation of concepts like JIT and TQM will help in improving the productivity.

- ❖ More ventilation should be provided to have a comfortable environment.

- ❖ Provision of gloves for labours working on scrapping.

- ❖ Coordination should be improved amidst the employees to have a very positive work environment.

- ❖ Adequate training should be given in new technology to build confidence in the employees and to build a good attitude among them.

CONCLUSION

- The above findings and suggestions show that the attitude of employees is an important criteria for the functioning of the organization.

- Not only the material resources but also the human resources are an important asset to the company.

- Though the organization is performing well, there are certain constraints which have to be overcome to reach greater heights.

- There is good scope for improvement by way of effective planning and implementation.

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BIBLIOGRAPHY

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ANNEXURE

EMPLOYEE ATTITUDE SURVEY

INTERVIEW SCHEDULE

1. Name   :

2. Age

   (in years)   :

   - < 25 years
   - 25 – 35 years
   - 35 – 45 years
   - 45 – 55 years
   - > 55 years

3. Gender   :

   a)Male   b)Female

4. Marital Status:
   - Married
   - Unmarried
   - Others

5. Educational Status:
   - School level
   - Under Graduate
   - Post Graduate
   - Diploma
   - Others

6. Which of the following best describes the department you work in?
   - Consultancy
   - Finance/Accounting
   - Production
   - Sales/Marketing
   - Human Resources

7. How long you have been working for this company (years)?

Please provide us how much you agree or disagree with each of the following statements:

Q. No.	QUESTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
8	I have ready access to the information I need to get my job done					
9	The mission statement put forth by my department is very motivating					
10	I am involved in decision making that affects my job					
11	I know my job and what is expected of me on a daily basis					
12	Training is provided to enable me to do my job well					
13	I am encouraged to develop new and more efficient ways to do my work.					
14	Employees work well together to solve problems and get the job done.					
15	Management is flexible and understands the importance of balancing my work and personal life.					
16	I would recommend others to work for this company					

Please provide us the level of satisfaction with each of the following statements:

Q. No.	QUESTIONS	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied
17	Management has created an open and comfortable work environment					
18	Management recognises and makes use of my abilities and skills					
19	I am treated with respect by management and the people I work with					
20	I am paid promptly for my job (salary, benefits).					
21	I am satisfied with the work timings					
22	I am satisfied with my company					

23. Give your preferences towards the services that you avail at your organisation

SERVICES	Excellent	Satisfactory	Average	Unsatisfactory	Poor
Transport					
Canteen					
Restroom					
Water					
First aid					

24. How much safe is the work environment?

   a) Very Safe   b) Safe   c) Neutral   d) unsafe   e) very unsafe

25. Rank the different types of stresses you experienced.

   a) Work pressure

   b) Meet out deadlines

   c) Lack of coordination

   d) Lack of adequate safety measures

   e) Fear of new technology

26. Suggestions for improving the work environment: