STUDY ON EMPLOYEE ATTITUDE TOWARDS WORK LIFE AMONG SELECTED TEXTILE MILLS IN COIMBATORE DISTRICT

By

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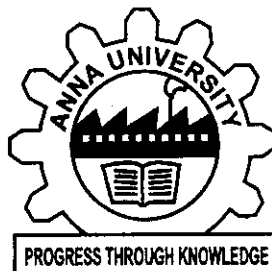**Reg. No. 68107202079**

Roll No. 0702MBA0701

A PROJECT REPORT

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of

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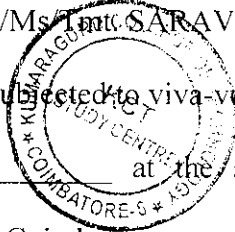## CHENNAI 600 025

July, 2009

Bonafide Certificate

CERTIFICATE OF VIVA-VOCE EXAMINATION

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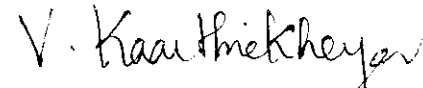
BONAFIDE CERTIFICATE

Certified that this project report titled **"A STUDY ON EMPLOYEE ATTITUDE TOWARDS WORK LIFE AMONG SELECT TEXTILE MILLS IN COIMBATORE DISTRICT."** is the bonafide work of **Mr. SARAVANAN. A** who carried out the research 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.

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DECLARATION

I hereby declare that the project work entitled "A Study on Employee Attitude towards Work Life Among Select Spinning Mills in Coimbatore Dist" submitted to the Anna University Chennai in partial fulfillment of the requirement for the award of degree of Master of Business Admission is a record of original research work done by me under the valuable guidance of Asst. Professor **Mr.V.KAARTHIEKHEYAN** Asst Professor, Kumaraguru College Of Technology, Business School, Coimbatore.

I declare that the confidentiality of the findings will be maintained and the contents of the study will be revealed to the examiner, and my guide.

A.SARAVANAN

Acknowledgement

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Abstract

ABSTRACT

The main focus is to "To Study The Employee Attitude Towards Work life Among Selected Spinning Mills In Coimbatore District". This project emphasizes the importance of employee attitude among the work force in achieving gains in human performance and productivity.

Primary data collection was done through structured questionnaire. Secondary data was collected from SIMA Library, Textile journals and internet. Research design used in this study was descriptive research study. Stratified sampling method was followed. Conclusions were drawn based on the analysis of data collected from the employees in various grades.

Statistical tools applied are simple percentage and chi-square.

The steps for improving morale in the organisation are identified. The level of individual and group morale are identified in the organisation. This project provides detailed information about employee attitude and morale, where does it reside and what does it do.

Textile mills can implement job enrichment, job enhancement, motivation and self development training methods to improve the growth of the mill.

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Introduction

CHAPTER – 1

<u>INTRODUCTION</u>

An organization that wants to be dynamic and growth oriented or to succeed in the fast changing environment development of human resources, unlike any other resources essential. In spite of induction of most modern technologies and using of advanced information technology, unless human resources are prepared and able to the rate of change, the induction of most advanced technologies seem to be meaningless.

Attitude is a bent of mind or predisposition to certain actions. It is a process by which the individuals learn as a result of experience to orient themselves towards objectives and goals. It is a detailed direction of human behaviour. It may be positive or negative. Positive attitude reveals satisfaction of human beings and negative attitudes indicate dissatisfaction. This attitude is the psychological behaviour of human being.

1.1. BROAD AREA OF STUDY

HUMAN RESOURCE MANAGEMENT

Human resource management is the management technique which helps in building up an effective manpower in an organization through a planned way of approach with its other resources facing numerous other constraints. The human resource can be utilized to get a better output both effectively and effectively if a planned technique is implemented.

Human resource development is a process by which the organizations effectiveness can be enhanced through sharpening or modifying individual employees skills such as techniques, social behavioural. It will be needless to say that HRD from the major source of various activities, which can be guided towards excellence in an organisation's human resource.

Attitude is a bent of mind predisposition to certain actions. It is a process by which the individuals learn as a result of experience to orient themselves towards objectives and goals. It is actually the feelings and believes of employees. Any industry can prosper only when the attitudes of the employees are positive. This attitude is the psychological behaviour of human beings.

1.2.ABOUT THE STUDY

The topic of the project is 'A Study on Employee Attitude among spinning mills in Coimbatore, It brings out the various aspect of employee attitude and behavioural aspects towards their work and its environment. On the era of global recession, the textile industry has lost its erstwhile charm and is looking gloomy at present. It is influenced by various disproportionate cascading effects of variables viz., Loss of Production, Attrition, Lockouts, Layoffs and other aspects.

The purpose of the survey process is to provide a more accurate assessment of the employees' attitude toward their work and their environment. It also aims to examine and to identify the impact/influence of the existing economic crunch over their attitudes. It is also been widely presumed that attitudes have positive influence on Job satisfaction, behavioural aspects, work culture and ethics and job efficacy.

The primary objective of the study is mainly to identify the impact of attitude towards their work substantiated by secondary objectives which include the employee attitude on job, work environment, work life, culture etc.

The research design used in this study combines both exploratory and descriptive research design. Data from 252 employees of various spinning mills located across Coimbatore city were collected for the purpose of the study. Data was collected by survey method through structured questionnaire with close ended and open ended questions. The primary data was obtained through questionnaire and secondary data from the published resources, associations and internet.

1.3.NEED OF THE STUDY

In India, the textile industry occupies a unique position in the economy contributing nearly one third of the country's export earnings. The textile industry is a self-reliant industry starting from 6M's namely Men, Money, Method, Machine, Material and Market. The textile industry has a vast potential for creation of employment provides opportunities in agricultural, industrial, organized, and decentralized sectors both in rural and urban areas. The textile industry occupies a vital role in Indian economy. It is the single largest industry in India accounting for nearly 22% of the total industrial production.

In a developing country like India the key progress is done to increase productivity. The textile industries cannot progress unless the man and work has a good relationship. The major part of human life is spent in doing work. Work is a social reality and social expectation to which men seems to conform. It not only provides status to individual but also binds him to the society. On the surface, it may seem with the growing complexities of the industrial society; in simple words work means earning for living.

Peter F.Drucker observes, " The source capable of enlargement can only be human resource. Other resources can be utilized or worse utilized, but they can never have output greater than the sum of outputs. Man alone of all the resources available can grow and develop ". Thus the importance of human factor in any enterprise cannot be underrated. Adding to the definition, there are many facets of human resources are to be made known with.

Motivation means willingness to work or produce. A person may be talented and equipped with all kinds of abilities and skills but may have no will to work. Satisfaction on the other hand, implies the positive emotional state, which may be totally unrelated to productivity. Similarly in the literature, the terms job

that make the individual behave in a characteristic way across situations. They are precursors to behaviour and determine its intensity and directions. Job satisfaction on the other hand, is an end-state of feelings that may influence subsequent behaviour. In this respect attitude directly correlates with job satisfaction, motivation and morale. Thus the study on "Employee Attitude among the spinning mills in Coimbatore" has been undertaken

1.4.OBJECTIVES OF THE STUDY

A) PRIMARY OBJECTIVES:

To analyse the effect and impact of employee attitude towards work among the spinning mills in Coimbatore.

B) SECONDARY OBJECTIVES:

a. To study the various factors Influencing the work environment, work life and culture in textile mills in Coimbatore

b. To examine the influence and impact of such factors in determining the employee attitude

c. To identify the employee attitude towards their work environment, life and culture

1.5.LIMITATIONS OF THE STUDY

a) The study was limited to the employees of the spinning mills located in the vicinity of Coimbatore city only

b) Validity and Reliability of the data obtained depends on the responses form the employees.

c) Time at the disposal of the researcher was limited.

d) The perception of the individual employees differs.

e) The attitude of the workers change from time to time. Hence, the result of the project may not be applicable in long run.

Chapter 2

**Theoretical Orientation &
Review of Literature**

CHAPTER – 2

THEORITICAL ORIENTATION AND REVIEW OF LITERATURE
2.1.ATTITUDE FORMATION

"People are not born with specific attitudes, rather they acquire than through the process of learning". Most of the attitudes tre a mixture of the above determinants.

1. Experience:

'People gain experience in forming attitudes by coming in direct contact with an attitude object. Through job experience, individuals develop attitude towards salary. Performance reviews, job design, work **group** affiliation and managerial capabilities. The developed attitude may be in the form of loyalty, commitment and performance.

2. Association:

People are highly influenced by the major groups on association to which they belong our geographic region, religion, educational background, race, sex, age and income-class all strongly influence our attitudes.

Family exerts influence on the initial core of attitudes held by an Individual. Individuals develop certain attitudes from their family members. The family characteristics influence the individuals early attitude patterns and controls to which he is initially exposed. According | to Newcomb and Svehlu there have been found high correlation between parents and children with respect to attitude in marry specific areas.

3. Peer Groups:

As people approach their adulthood they increasingly rely on their pear groups for approved of attitude.

4. Society:

Social class and religious affiliation also play a vital role in forming attitudes

2.2.TYPES OF ATTITUDE

A person can have thousand of attitude but we focus" our attention to a very limited number of job related attitudes. These job foil related attitudes can he both positive or negative evaluations towards the aspects of the job. Most of the research has been concerned with three attitudes.

- **Job satisfaction**

- **Job involvement**

- **Organisational commitment**

JOB SATISFACTION :

The term job satisfaction refers to an individual general attitude towards his or her job. A person with a high level of job satisfaction holds post attitude towards the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. In order for an organization to be successful they must continuously ensure the satisfaction of their employees.

Definition :

1. Berry (1997): Job satisfaction is defined as "An individuals reaction to the job experience.

2. Job satisfaction is a function of, or is positively related, the degree to which one's personal needs are fulfilled in the job satisfaction.

3. Job satisfaction is a function of. or is positively related to, the degree to which the characteristics of the job met with approval and the desire of the group to which the individuals looks for guidance is evaluating the world and defining social reality.

There are various components that are considered to be vital to job satisfaction. These components include the following

- Pay

- Promotion

- Benefits

- Supervision

- Co-workers

- Working conditions

- Communication

- Safety

- Productivity

JOB INVOLVEMENT :

It is a slightly different attitude. The degree to which a person »identifies with his or her job, actively participates in it and considers his %or her performance important to self worthy. Involvement is seen as 'value orientation towards work which suggest that people think a lot about their job provides an indication of their status. As was the case : with commitment various personal characteristics such as older age, belief and high need for growth seem to result in high involvement.

Job factors which as autonomy, variety and participation in decision making are also seen causes of involvements. The consequences of involvement seem to be might motivation low turnover less tardiness and lower resignation.

Definition:

1. **Lodahl and Keijuer** (1965) - " It is the degree to which a person is identified physiologically with his work or importance of work in his total self wage"

ORGANISATIONAL COMMITMENT

The third job attitude is Organisational commitment

Definition:

Stephen P. Robins: '.'An individuals orientation towards the organizational in terms of loyalty identification and involvement"

Kanter (1968) has defined as "a process through which individuals interest become attached to carrying out socially organized patterns of behaviour which are seen as fulfilling those interests and as expression of I the natural needs of the person"

It is seen as the binding force an individual and individuals to carry out and adhere to organizational policies and philosophy. Commitment I seem to be caused by various personal characteristics such as high need for achievement, by certain job characteristics such as degree of responsibility and by job experience.

Those employees with high commitment tend to have a greater I desire to remain in the organisation and have letter attendance than those with lower commitment. They also have a greater desire to reach company goals and adhere to company policies.

2.3.ATTITUDE - A REVIEW

ATTITUDE SURVEY :-

Eliciting responses from employees through questionnaires about how they feel about their jobs work groups, supervisors **and the organization.**

- Stephen P.Robbins.

Attitudes are evaluative statements either favourable or unfavourable regarding objects, people or events. They reflect how one feels about something. Attitude are acquired from parents, teachers and from group members. In our early years, we began modeling our attitudes, after those we admire, respect or may be even fear. We observe the way family and friends behave and we shape our attitudes and behavio.ur to align with theirs. People intimate the attitude of popular individuals of those who admire and respect.

DEFINITIONS:

"Attitudes are learned predispositions to respond in a favourable or unfavourable manner to a particular person, subject or idea".

Fishbein and Aizen (1975) "An attitude is a mental state or readiness, organized through experience, exerting a specific influence upon a person, response to people, objects and situations with which it is related".

Stephen P.Robins view "Attitudes as evaluation statement or judgement concerning object, people or events"

The Oxford Advanced Learning Dictionary of current English define, "Attitude as a feeling, thinking or behaviour in a particular way by a human being"

The attitude may be positive or negative, Positive attitude reveals the satisfaction of human beings and negative positive attitudes indicates dissatisfaction. Thus the attitude is the psychological behaviour of human beings towards the service rendered. The term attitude, which originally meant physical orientation or posture, was taken ones by psychologists early in this century to

2.4.REVIEW OF LITERATURE

Research on attitude survey has been growing over the last two decades. Many behavioural scientists and industrial sociologists have focused their attention to study the concept of attitudinal commitment. Empirical studies on organizational commitment have identified a number of variables which are possible causes or consequences of attitudinal commitment Some of the studies which focus their attention on the concept are reviewed here.

Arigen and Fishberin (1977) attributes that an attitude is a mental state or readiness organised through experience, exerting a specific influence upon a person, objects and situation with which it is related.

Brecker (1984) states that the notion of the attitudes is composed of three components an affective component, a behavioural component and a cognitive component.

Bandura (1977) : According to him children who observe others acting aggressively and being rewarded for the aggression are apt to initiate the aggression if placed in similar situation. Further, they learn the lesson and come to hold the attitude that aggression is a permissible behaviour.

Likert defines, "Attitude are learned predispositions to respond in a favourable or unfavourable manner to a particular person, object or idea".

Chandramohan Reddy and Rajendran (1992) found that there is a significant possible relationship between perceived organizational support nd organizational commitment.

Greenwald and Pratkanis (1989), **Sliavitt** (1989). Attitudes play two main critical roles which are knowledge functions and self functions.

Koch (1974) . A series of studies have examined various personality factors as may relate to commitment. In isolated finding, commitment has been found to achievement motivation, sense of competence and other high order needs.

Doll and Ajzen (1992):. Attitudes that are relatively and enduring are more likely to affect behaviour than those that are relatively and recent in origin.

Daryl Bern (1972) : According to him self perception theory is the notion that people came to be aware of their own attitudes, dispositions, emotions and other internal states by observing their own behaviour.

Meyer, Bunion, Geliatly, Goffin and Jackson (1989) have demonstrated that affective commitment may correlate positively and continuance commitment may correlate negatively with job performance.

Chapter 3

Research Methodology

CHAPTER – 3

RESEARCH METHODOLOGY

3.1.RESEARCH DESIGN

The Research design used in the study was descriptive research design. It includes surveys and fact-finding requires of different kinds. The major purpose of description research designs, as it exits at present. The main characteristic of this method is that the researcher has no control our the variables, he can report only what has happened or what is happening.

3.2.SAMPLING

Sampling Method

In this study stratified sampling method was used in selecting the samples. The samples are selected based on the grade which is followed in the company.

Grade	Employees
G1	25
G2	202
G3	25
Total	252

Grade 1 – Spinning Manager

Grade 2 - Workers

Grade 3 - Supervisors

Sample Size

The universe of the study includes permanent workers and temporary workers in the textile mills were 1000 employees for sample size of 20 mills taken among that I have selected 252 employees for the study.

3.3.DATA COLLECTION METHOD

Primary data collection was done through structured questionnaire.

DATA COLLECTION INSTRUMENT

The instrument used for the collecting data was a structured questionnaire. The questionnaire consisted of 20 questions, with a combination of open – ended and close –ended questions as shows in the table.

PROFILE OF THE QUESTIONNAIRE

• OPEN ENDED QUESTION		1
• CLOSE ENDED QUESTIONS	❖ Dichotomous	1
	❖ Multiple Choice	18
Total questions		**20**

Format of the questionnaire can be seen in appendix

3.4. STATISTICAL TOOLS USED

This researcher has used the following statistical tools:

1. simple percentage
2. Chi – square.

Simple percentage method

Simple percentage analysis refers to a ratio. With the help of absolute figures it will be difficult to interpret any meaning from the collected data, but when percentages are found out then it becomes easy to find the relative difference between two or more attributes.

Percentage = No. of respondents / Total Number of Respondents ×100

Chi-square

Chi-square Test is an important test among the several tests of significance. Chi-square is symbolically written as $\chi 2$ (pronounced as Ki Square). It is a statistical measure used in the context of sampling analysis for comparing a variance to a theoretical variance.

Chi-square test enables to explain whether or not two attributes are associated. Chi-square is calculated as follows,

$$\chi 2 = \Sigma \ (Oij - Eij) \ 2 \ /Eij$$

Oij = observed frequency of the cell in the ith row and jth column.
Eij = expected frequency of the cell in the ith row and jth column.

As a non parametric test it can be used to determine a categorical data. It is used to make a comparison between theoretical population and actual data.

3.5. LOCALITY OF STUDY

Coimbatore, the hub of **textile spinning and weaving mills** is known as **Manchester of South India**. The growing **knitwear** exports from nearby town Tirupur and **home textiles** exports from Karur and **handlooms** from Erode has contributed to tremendous growth and demand for spinning and weaving mills in and around Coimbatore. Yarns are supplied to local market as well as exported to other countries. **Coimbatore yarns** are famous for yarn quality and pricing. Many textile mills has upgraded their **textile machinery** and increased the capacity to the growing needs of the textile market.

The Respondents Taken For The Study WereThe Employees of the Following Textilemills Located In Coimbatore District

Adwaith Textiles Limited
 Coimbatore
Pincode - 641 028

Ambika Cotton Mills Limited
Coimbatore
Pincode - 641 012

Anantakumar Mills Limited
 Coimbatore
Pincode - 641 035

BAPL Industries Limited
Coimbatore
Pincode - 642 109

Bannari Amman Spinning Mills Ltd
Coimbatore
Pincode - 641043

Cardwell Spinning. Mills Limited
Coimbatore
Pincode - 641 022

Chandra Textiles Limited
 Coimbatore
Pincode - 641 014

Coimbatore Murugan Mills (NTC)
Coimbatore
Pincode - 641 043

Coimbatore Polytex Private Limited
Coimbatore
Pincode - 641 407

DBV Cotton Mills Private Limited
Coimbatore
Pincode - 641 03

Gangotri Textiles Limited
Coimbatore
Pincode - 641 659

Harshini Textiles Limited
Coimbatore
Pincode - 642 104

Hindustan Spinners
Coimbatore
Pincode - 641 031

Hindustan Textiles
Coimbatore
Pincode - 641 017

Indian Cotton and Synthetics (Coimbatore) Limited
Coimbatore

Kadri Mills (Cbe) Limited
Coimbatore
Pincode - 641 016

Kannapiran Mills Limited
Coimbatore
Pincode - 641 028

Karunambikai Mills Limited
Coimbatore
Pincode - 641 668

Katteri Textiles Private Limited
Coimbatore
Pincode - 641 019

Marudhamalai Sri Dhandapani Spinning Mills
Coimbatore
Pincode - 641 104

Analysis and Interpretation

CHAPTER – 4

ANALYSIS AND INTERPRETATIONS
TABLE – 4.1

DISTRIBUTION OF RESPONDENTS BY THEIR EXPERIENCE

S. No	Experience	No. Of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Below 5yr	6	105	6	24	52	24
2	5-10yr	13	57	16	52	28	64
3	Above 10 yr	6	40	3	24	20	12
	Total	25	202	25	100	100	100

Inference :

64% of the respondents in grade 3, and 52% in grade 1 have 5 to 10 years of experience while 52% in grade 2 have below 5 years of experience.

Figure - 4.1

Distribution of respondents by their experience
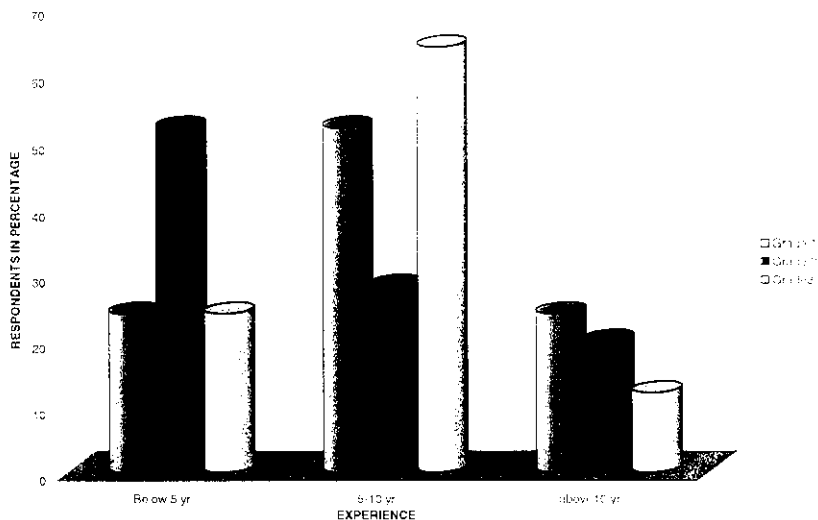
TABLE – 4.2

RESPONDENTS OPINION ABOUT JOB SATISFACTION

S.No	Job satisfaction	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Highly Satisfied	4	25	6	16	12	24
2	Good Satisfaction	5	93	13	20	46	52
3	Satisfied	8	75	3	32	37	12
4	Not Satisfied	4	4	2	16	2	8
5	Not At All Satisfied	4	5	1	16	3	4
	TOTAL	**25**	**202**	**25**	**100**	**100**	**100**

Inference :

46% of grade 2 respondents and 52% of grade 3 respondents have shown good job satisfaction while 32 % of grade 1 respondents have mediocre job satisfaction.

Figure – 4.2

Respondents opinion about job satisfaction
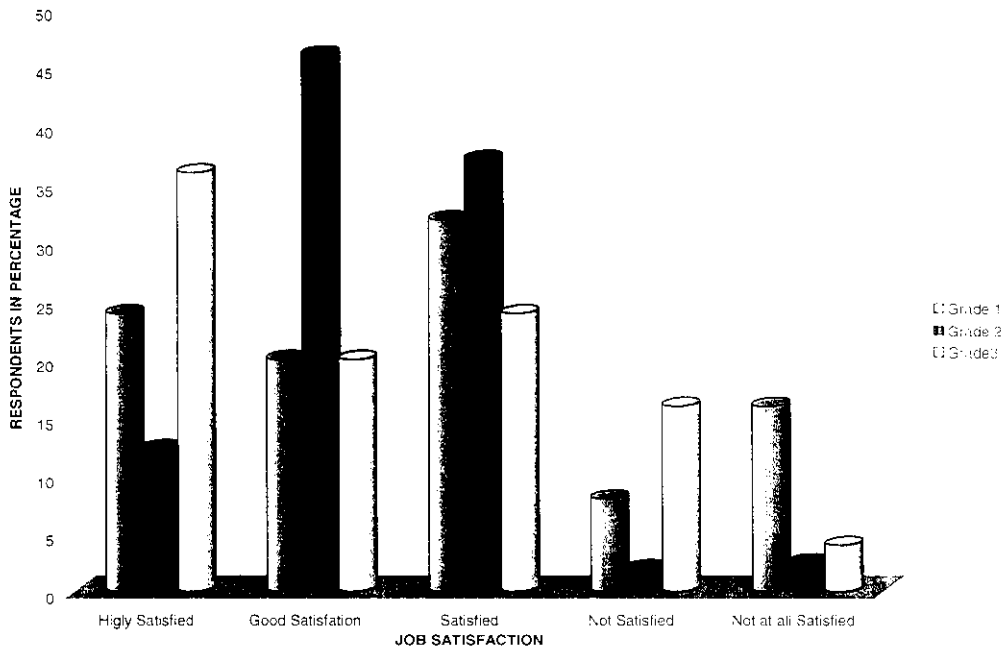
TABLE – 4.3

RESPONDENTS OPINION ABOUT COMPENSATION

S.No	Compensation	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Excellent	10	131	33	10	16	33
2	Good	42	402	38	42	50	38
3	Moderate	35	251	17	35	31	17
4	Poor	7	17	8	7	2	8
5	Very Poor	6	7	4	6	1	4
	TOTAL	**100**	**808**	**100**	**100**	**100**	**100**

Inference:

50 % of the respondents in grade 2, 42% in grade 1 and 38% in grade 3 have shown good satisfaction about compensation

Figure – 4.3

Respondents opinion about Compensation
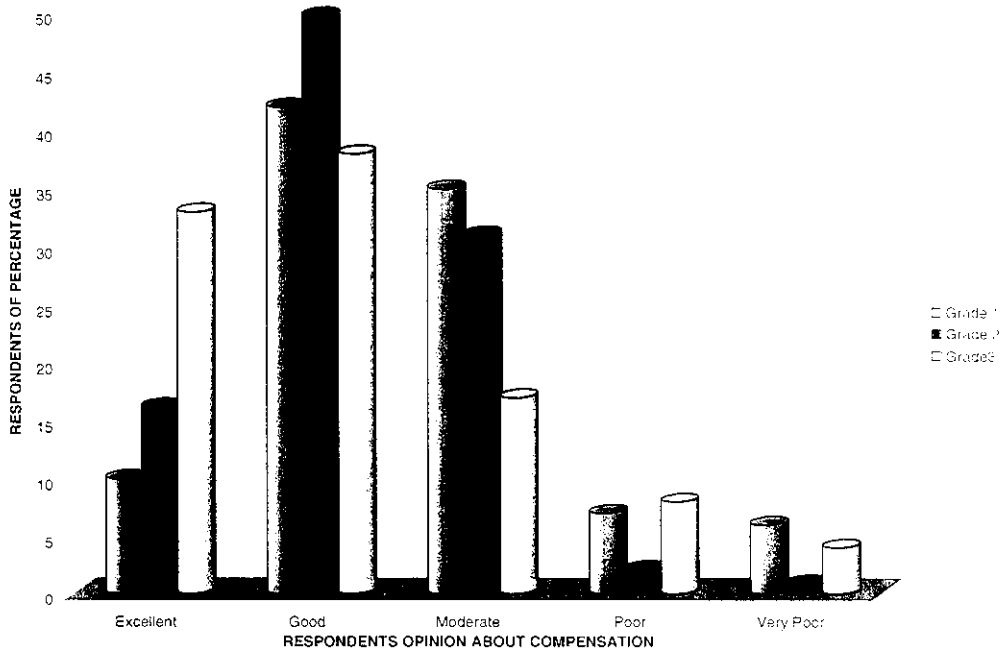
TABLE – 4.4

OPPORTUNITIES FOR IMPROVEMENT & SELF DEVELOPMENT

S.No	Opportunities	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	very often	2	36	5	8	18	20
2	often	10	77	14	40	38	56
3	sometimes	8	70	4	32	35	16
4	rarely	3	17	1	12	8	4
5	very rarely	2	2	1	8	1	4
	TOTAL	**25**	**202**	**25**	**100**	**100**	**100**

Inference:

56 % of the respondents in grade 3, 40% in grade 1 and 38 % in grade 2 have responded that the company provides often about opportunities for improvement and self-development.

Figure – 4.4

Opportunities for improvement & self development
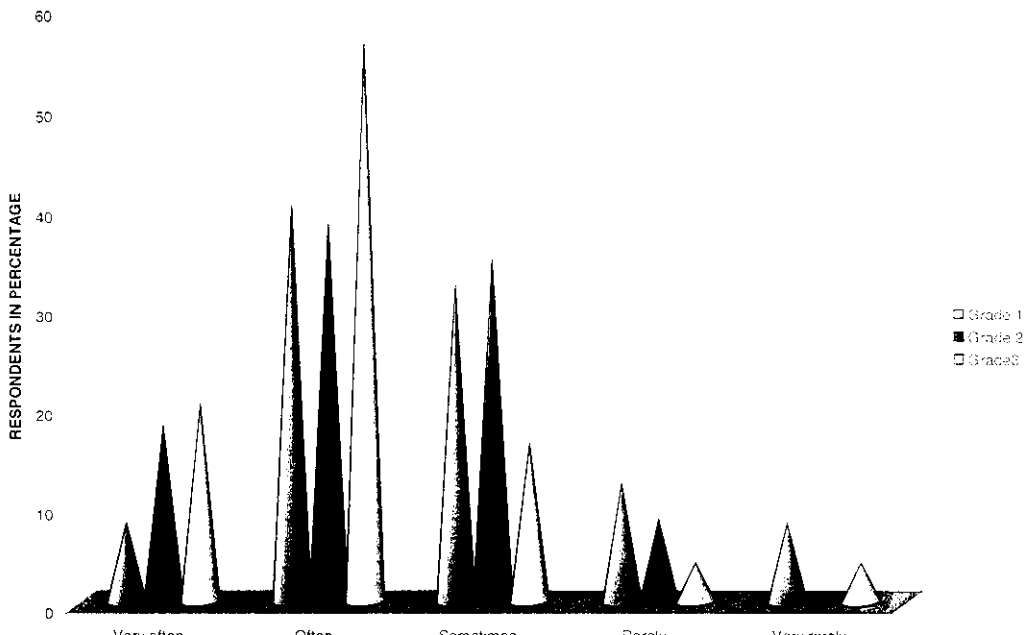
TABLE – 4.5

RESPONDENTS OPINION ABOUT WORKING ENVIRONMENT

S.No	Opportunities	No. Of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Excellent	11	111	31	11	14	31
2	Very Good	37	338	39	37	42	39
3	Good	34	281	15	34	35	15
4	Moderate	13	69	9	13	8	9
5	Poor	5	9	6	5	1	6
	Total	100	808	100	100	100	100

Inference:

42 % of the respondents in grade 2, 39% in grade 3 and 37% in grade have shown very good satisfaction about working environment.

Figure – 4.5

Respondents opinion about working environment
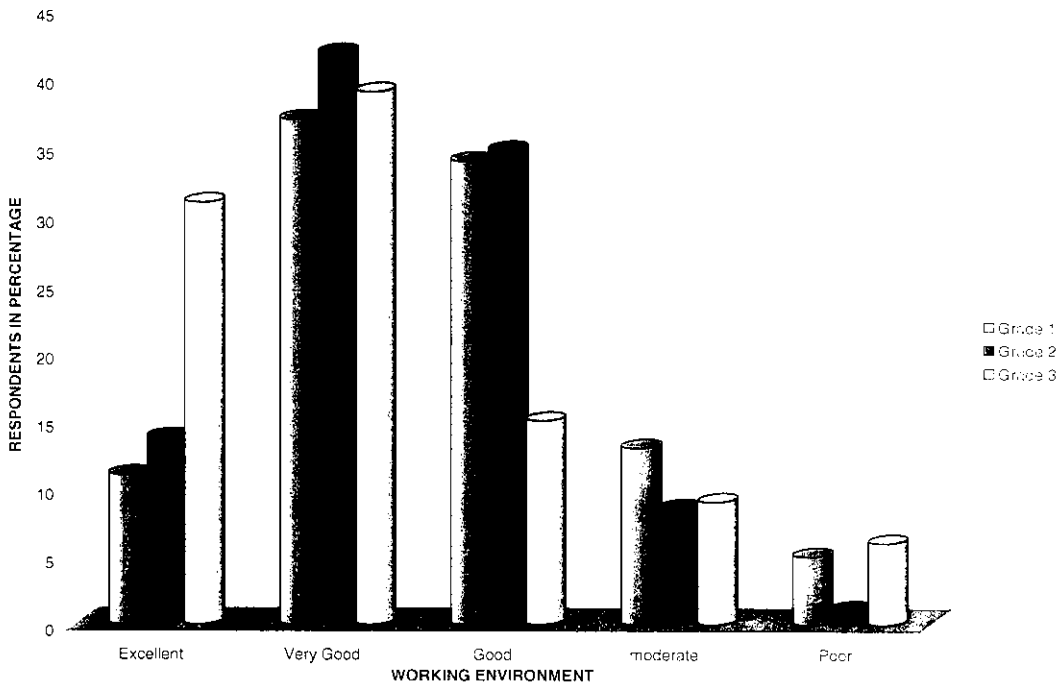
TABLE – 4.6

RESPONDENTS OPINION ABOUT CO-OPERATION

S.No	CO-OPERATION	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	very good	4	39	10	16	19	40
2	good	15	108	10	60	53	40
3	satisfactory	3	50	2	12	25	8
4	bad	2	4	2	8	2	8
5	very bad	2	1	1	8	1	4
	TOTAL	25	202	25	100	100	100

Inference:

60% of the respondents in grade 1, 53 % in grade 2 and 40 % in grade 3 have shown good about co-operation.

Figure – 4.6

Respondents opinion about co-operation
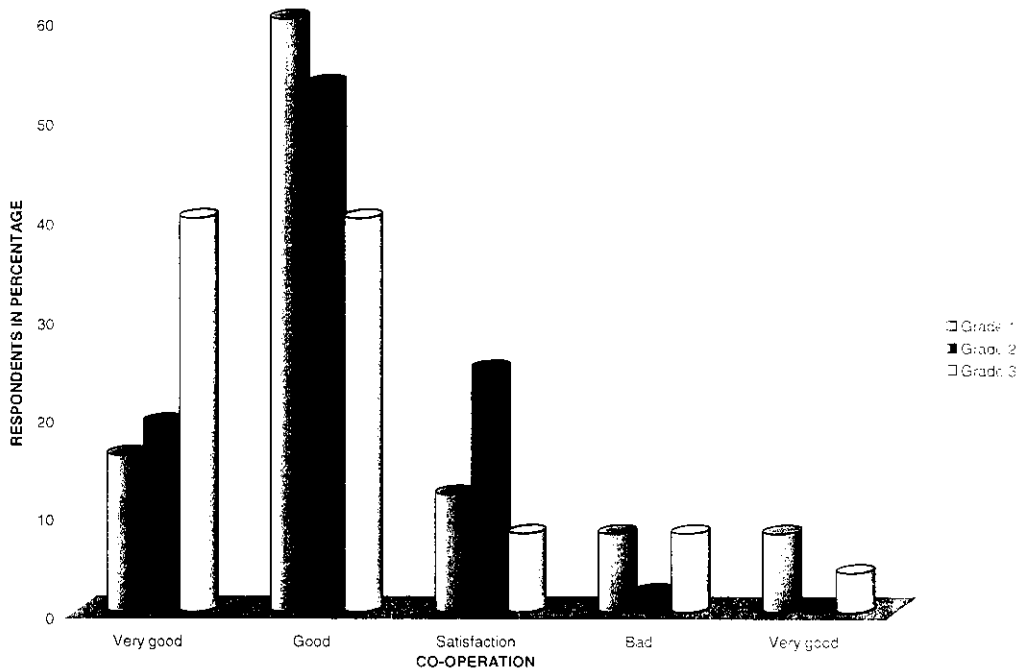
TABLE – 4.7

JOB RESPONSIBILITIES

S.No	Job Responsibilities	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	excellent	3	33	13	12	16	52
2	good	18	110	8	72	54	32
3	moderate	2	48	2	8	24	8
4	poor	1	10	1	4	5	4
5	very poor	1	1	1	4	1	4
	TOTAL	**25**	**202**	**25**	**100**	**100**	**100**

Inference:

72% of the respondents in grade 1, 54 % in grade 2 have agreed that job responsibilities are good while 52% in grade 3 have responded job responsibilities are excellent.

Figure – 4.7

Job responsibilities
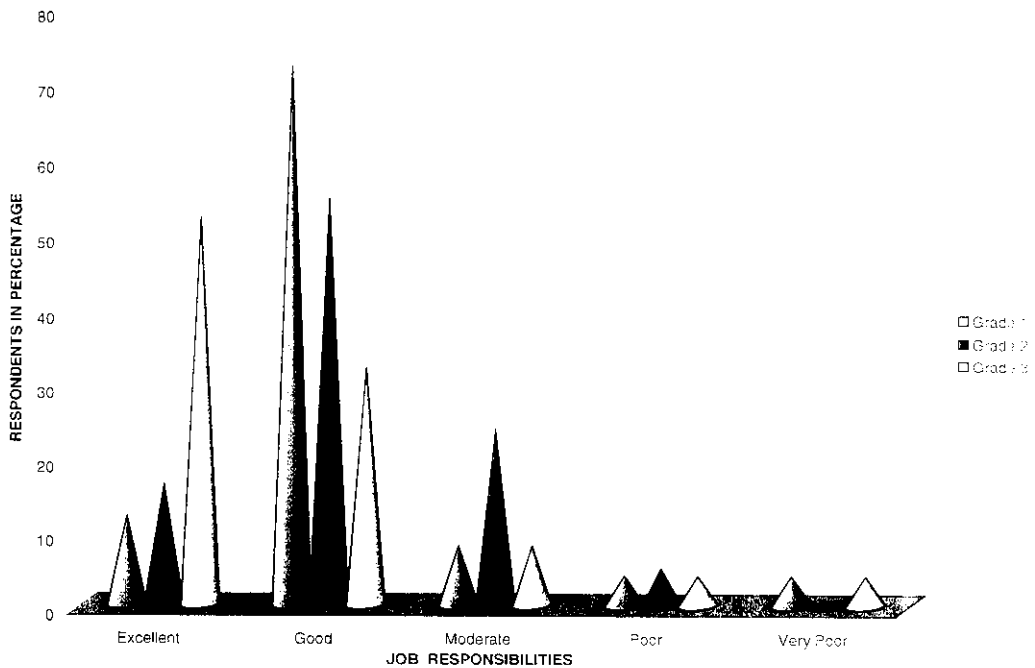
TABLE – 4.8

PARTICIPATIVE MANAGEMENT

S.No	Participative Mgmt	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	strongly agree	4	29	7	16	14	28
2	agree	10	96	7	40	48	28
3	neutral	6	59	6	24	29	12
4	disagree	4	15	3	16	7	12
5	strongly disagree	1	3	2	4	2	8
	Total	25	202	25	100	100	100

Inference:

48% of the respondents in grade 2 and 40% in grade 1 agree that participative management is encouraged while 28% in grade 3 strongly agree that participative management is encouraged.

Figure – 4.8

Participative Management
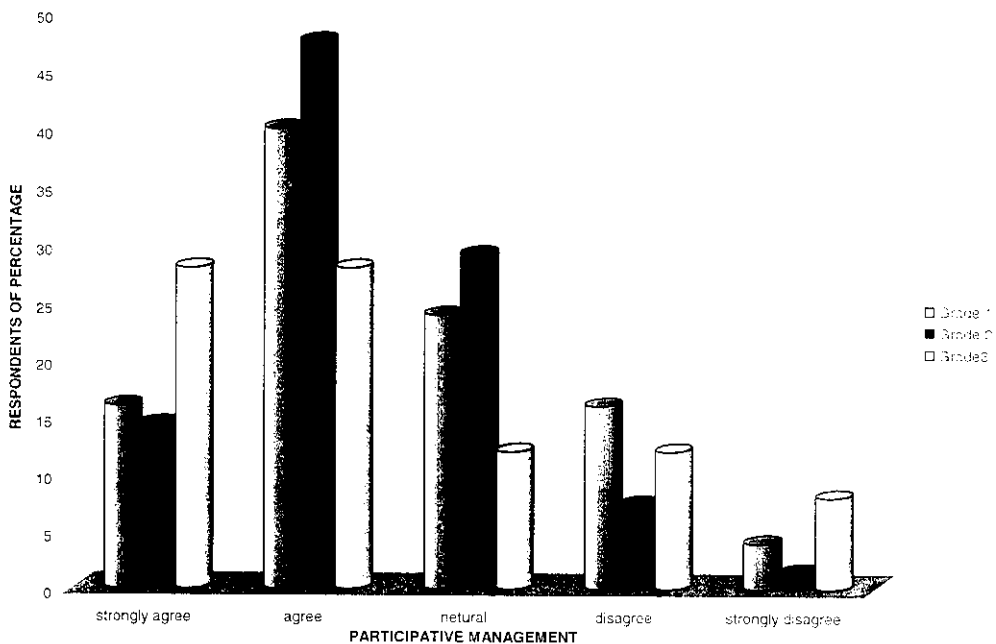
TABLE – 4.9

POLICIES & ADMINISTRATION PRACTICES

S.No	Policies & Practices	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	strongly agree	2	20	12	8	10	48
2	agree	19	105	7	76	52	28
3	neutral	1	72	2	4	35	8
4	disagree	2	4	3	8	2	12
5	strongly disagree	1	1	1	4	1	4
	Total	**25**	**202**	**25**	**100**	**100**	**100**

Inference:

76% of the respondents in grade 1 and 52 % in grade 2 show that they agree with policies & administration practices while 28 % in grade 3 show that they strongly agree with the policies & administration practices.

Figure – 4.9

Policies& administration Practices
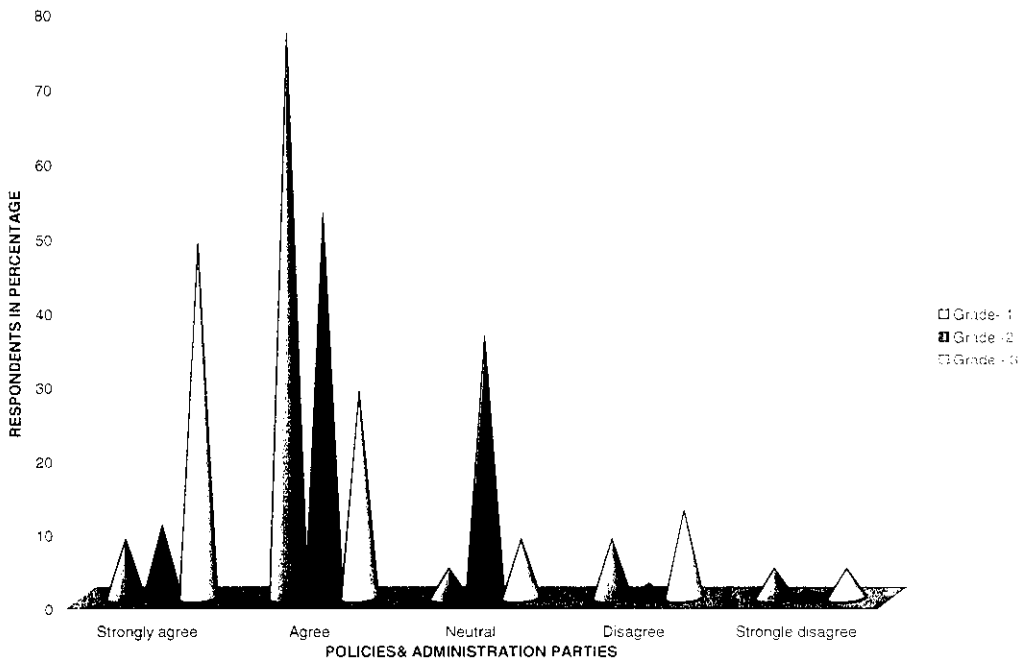
TABLE – 4.10

RESPONDENTS OPINION ABOUT WORKLOAD

S.No	Workload	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Overload	6	39	9	24	20	36
2	Moderate	15	105	10	60	52	40
3	Underload	2	53	3	8	26	12
4	Optimal	2	5	3	8	2	12
	TOTAL	**25**	**202**	**25**	**100**	**100**	**100**

Inference:

60% of the respondents in grade 3, 52 % in grade 2 and 40 % in grade 3 consider workload is moderate.

Figure – 4.10
Respondents opinion about workload
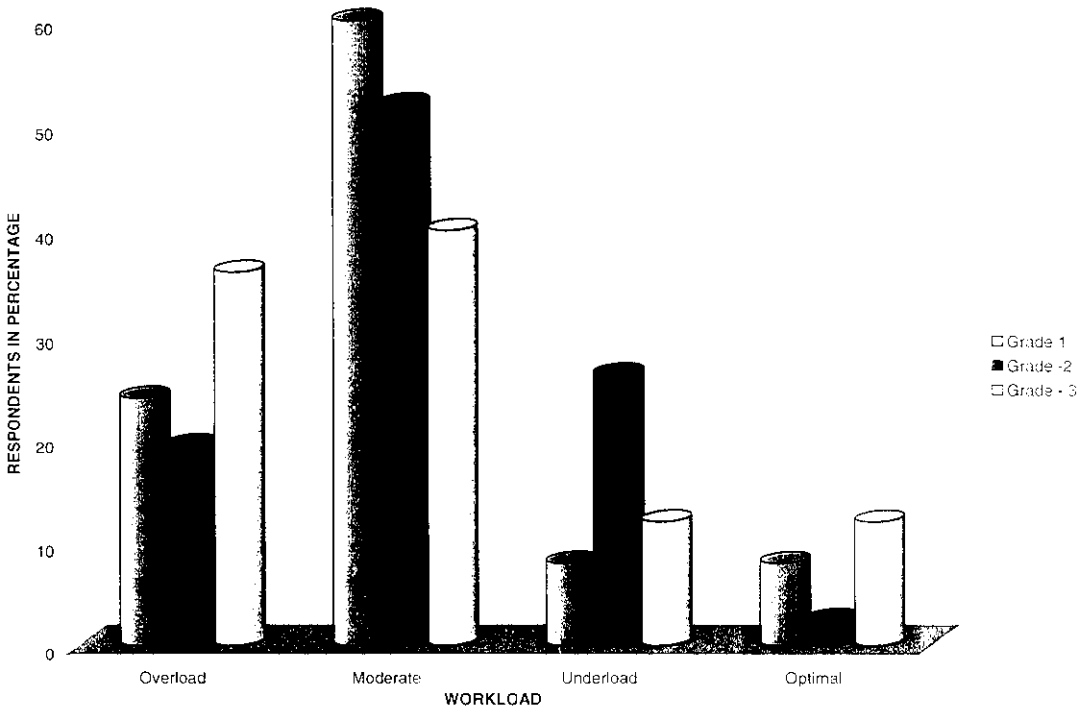
TABLE – 4.11

REASONS FOR AVAILING LEAVE

S.No.	Availing Leave	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Very often	11	108	21	15	18	28
2	Often	33	298	31	44	49	41
3	Sometimes	15	177	12	20	29	16
4	Rarely	9	13	8	12	2	11
5	Very rarely	17	10	3	9	2	4
	TOTAL	**75**	**606**	**75**	**100**	**100**	**100**

Inference:

49% of the respondents in grade 2, 44 % in grade 1 and 41% in grade 3 have agreed that they avail leave often.

Figure – 4.11
Reasons for availing Leave
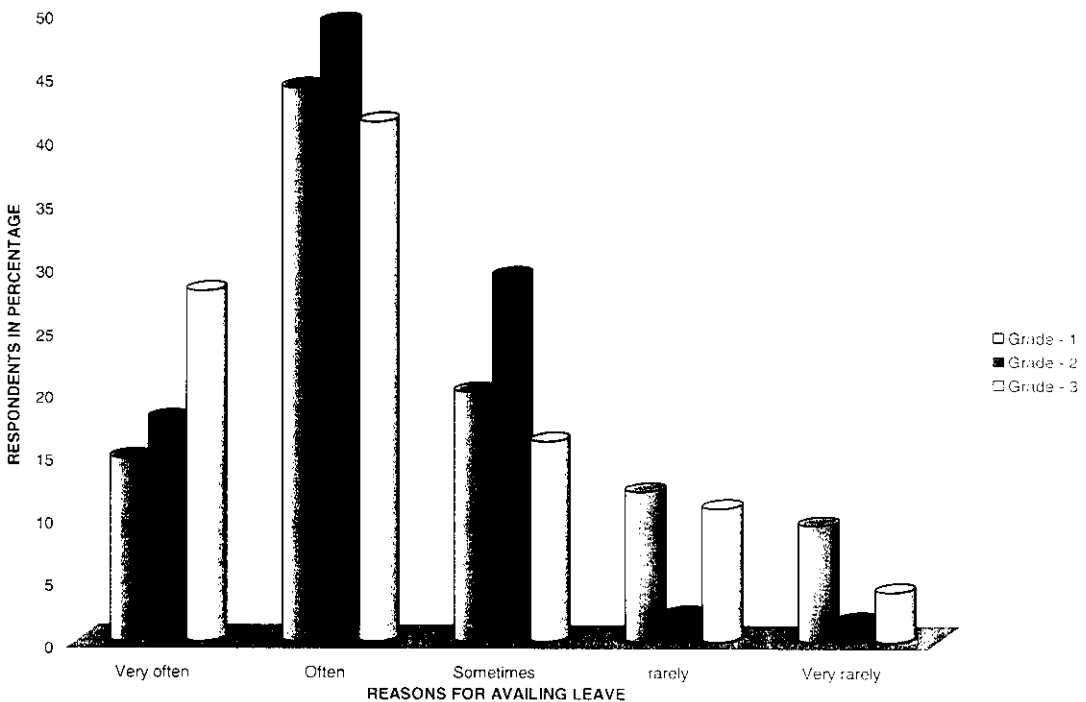
TABLE – 4.12

RESPONDENTS OPINION ABOUT CREATIVE JOB

S.No	Creative	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Strongly agree	2	36	5	8	18	20
2	Agree	10	77	14	40	38	56
3	No opinion	8	70	4	32	35	16
4	Disagree	3	17	1	12	8	4
5	Strongly disagree	2	2	1	8	1	4
	Total	25	202	25	100	100	100

Inference:

56% of the respondents in grade 3, 40% in grade 1 and 38 % in grade 2 have agreed that job creativity is encouraged.

Figure – 4.12

Respondents opinion about creative job
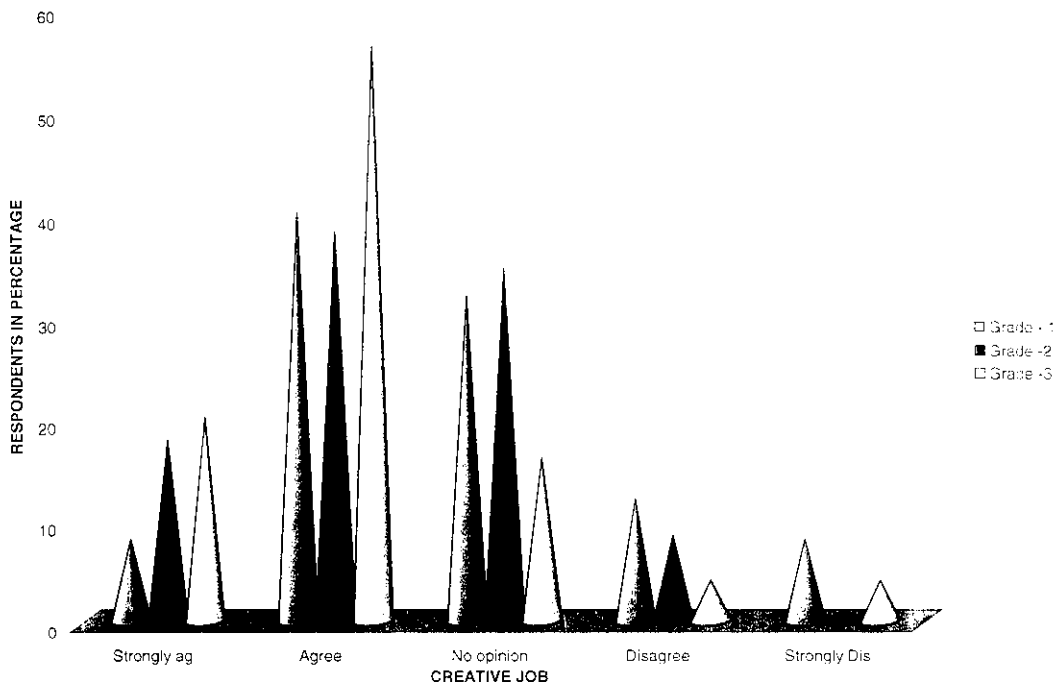
TABLE – 4.13

RESPONDENTS OPINION ABOUT JOB CHALLENGING

S.No.	JOB CHALLENGING	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	strongly agree	3	28	7	12	14	28
2	agree	8	100	14	32	49	56
3	no opinion	10	64	2	40	32	8
4	disagree	3	9	1	12	4	4
5	strongly disagree	1	1	1	4	1	4
	TOTAL	25	202	25	100	100	100

Inference:

56% of the respondents in grade 3, 49% in grade 2 and 32% in grade 1 have agreed that their job is challenging.

Figure – 4.13

Respondents opinion about job challenging
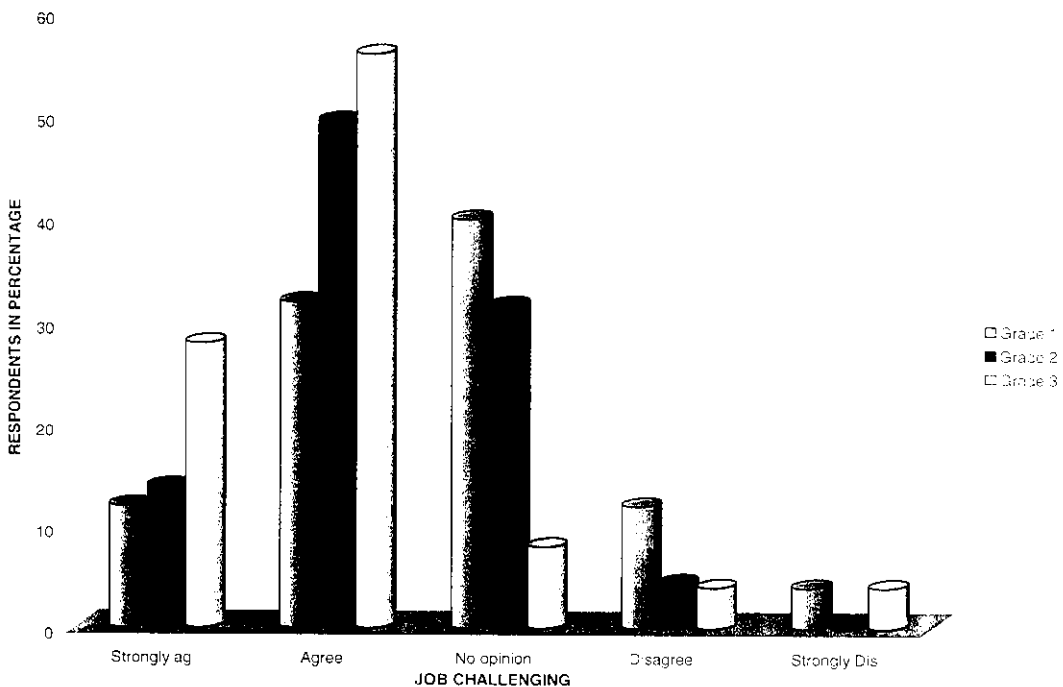
TABLE – 4.14

OPPORTUNITIES TO UPDATE KNOWLEDGE AND SKILLS

S.No.	Update Knowledge	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	strongly agree	5	36	8	20	18	32
2	agree	15	107	8	60	53	32
3	no opinion	3	53	6	12	26	24
4	disagree	1	4	2	4	2	8
5	strongly disagree	1	2	1	4	1	4
	Total	**25**	**202**	**25**	**100**	**100**	**100**

Inference:

60% of the respondents in grade 1, 53% in grade 2 agreed while 32% in grade 3 both agreed and strongly agreed about opportunities to update knowledge and skills.

Figure – 4.14
Opportunities to update knowledge and skills
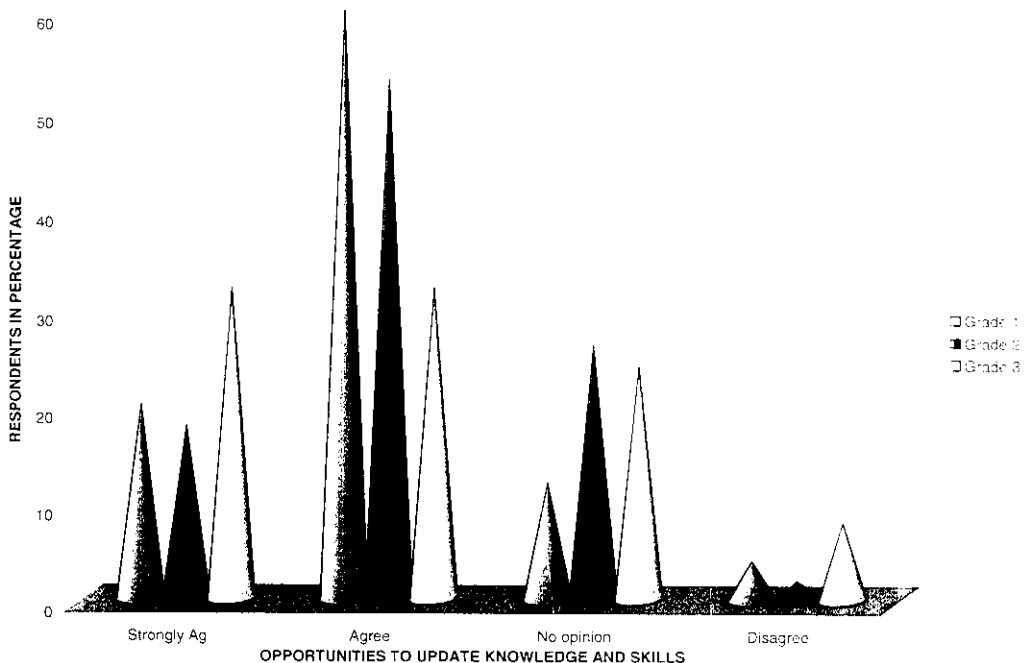
TABLE – 4.15

RESPONDENT OPINION ABOUT SETTING GOALS

S.No.	Setting	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Yes	15	190	20	60	94	80
2	No	10	12	5	40	6	20
	TOTAL	**25**	**202**	**25**	**100**	**100**	**100**

Inference:

94 % of the respondents in grade 2, 80% in grade 3 and 60% in grade 1 agree that goals are set.

Figure – 4.15

Respondent opinion about setting goals

RESPONDENT OPINION ABOUT SETTING GOALS
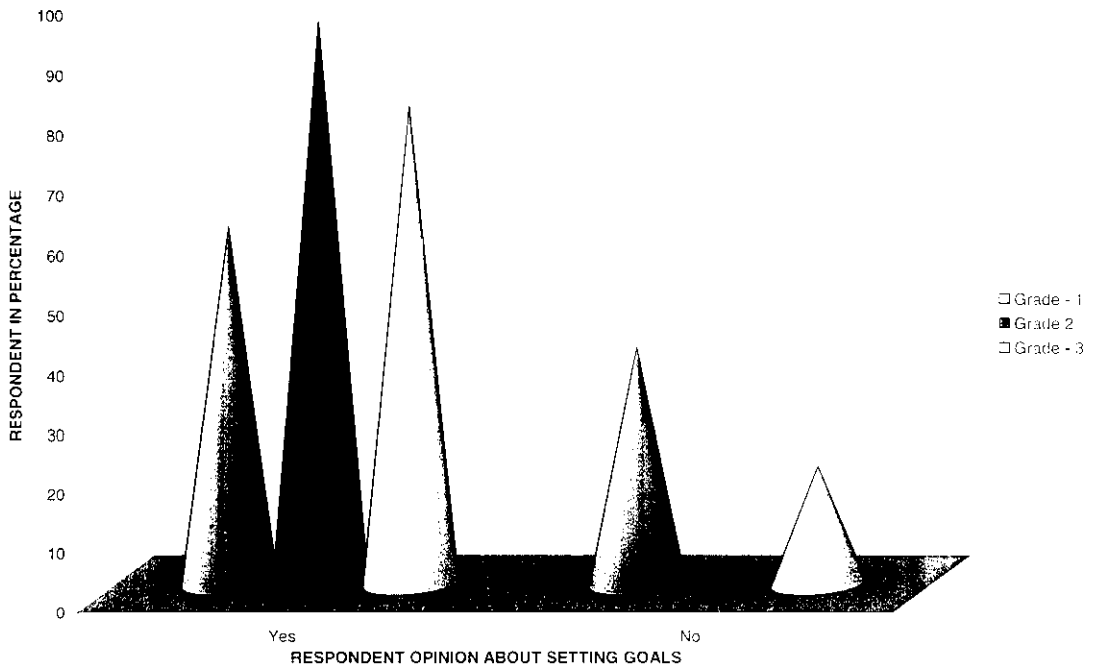
TABLE – 4.16

INTERVALS FOR SETTING GOALS

S.No.	Goals-how often	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	daily	2	20	9	8	10	36
2	weekly	3	95	5	12	47	20
3	monthly	15	76	6	60	38	24
4	quarterly	2	8	2	8	4	8
5	yearly	3	3	3	12	1	12
	TOTAL	**25**	**202**	**25**	**100**	**100**	**100**

Inference:

60% of the respondents in grade1 agreed that monthly goals are set, 47% in grade 2 agreed that weekly goals are set and 36% in grade 3 agreed that daily goals are set.

Figure – 4.16

Intervals for setting goals
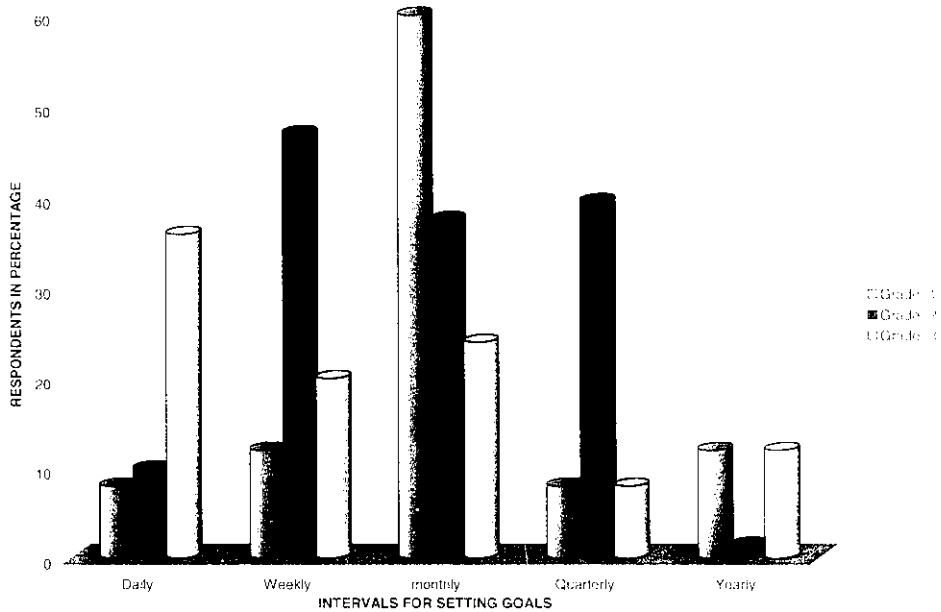
TABLE – 4.17

APPRECIATION FOR QUALITY WORK

S.No.	APPRECIATION	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Strongly agree	3	28	5	12	14	20
2	Agree	9	88	13	36	43	52
3	Neutral	10	78	3	40	39	12
4	Disagree	2	6	2	8	3	8
5	Strongly disagree	1	2	2	4	1	8
	TOTAL	**25**	**202**	**25**	**100**	**100**	**100**

Inference:

52% of the respondents in grade 3, 44% in grade 2 agree on appreciation for quality work while 40% in grade 1 say that appreciation for quality work is neutral.

Figure – 4.17

Appreciation for quality work
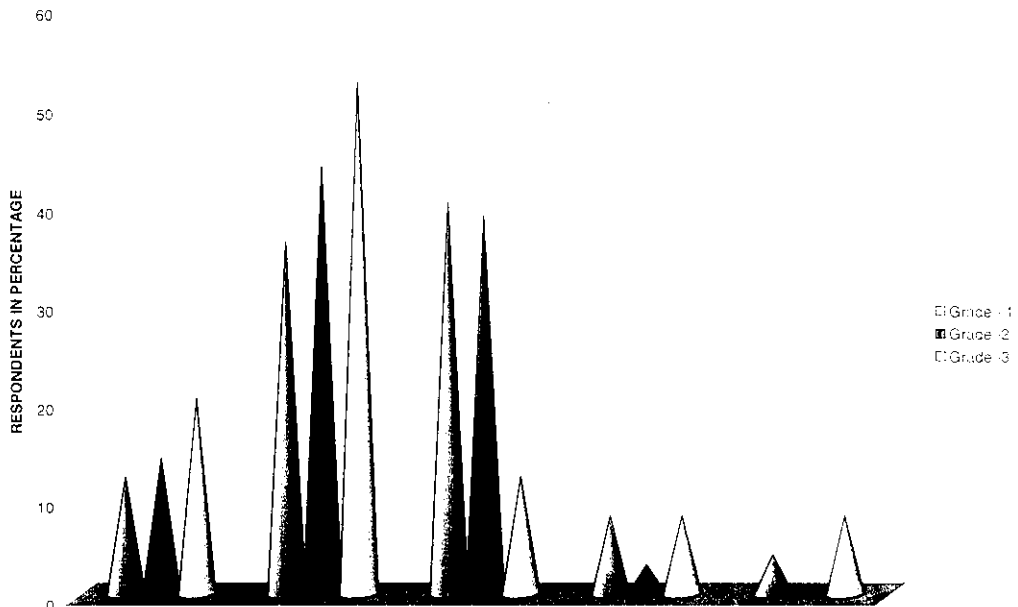
TABLE – 4.18

RESPONDENTS OPINION ABOUT PROVIDING SUGGESTIONS

S.No.	SUGGESTION	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Strongly agree	3	21	13	12	10.	52
2	Agree	18	104	6	72	51	24
3	Neutral	1	72	2	4	36	8
4	Disagree	2	4	2	8	2	8
5	Strongly disagree	1	1	2	4	1	8
	TOTAL	**25**	**202**	**25**	**100**	**100**	**100**

Inference:

72% of the respondents in grade 1 and 51% in grade 2 agree that provide suggestions are encouraged while 52% in grade 3 strongly agreed that providing suggestions are encouraged.

Figure – 4.18

Respondents opinion about providing suggestions
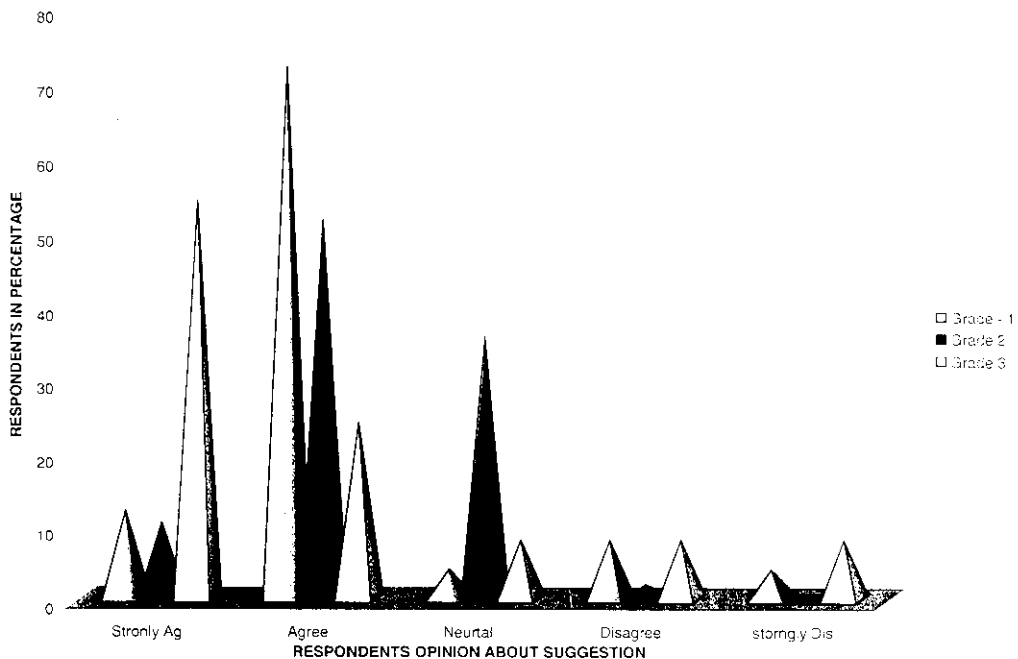
TABLE – 4.19

RESPONDENTS OPINION ABOUT SOCIAL ENVIRONMENT

S.No.	Social environment	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Excellent	11	96	33	15	16	44
2	Good	43	316	23	57	52	31
3	Moderate	10	154	10	13	25	13
4	Poor	8	34	5	11	6	7
5	Very poor	3	6	4	4	1	5
	TOTAL	**75**	**606**	**75**	**100**	**100**	**100**

inference:

57% of the respondents in grade 1 and 52% in grade 2 consider that social environment is good while 44% in grade 3 considered social environment to be excellent.

Figure – 4.19

Respondents opinion about social environment
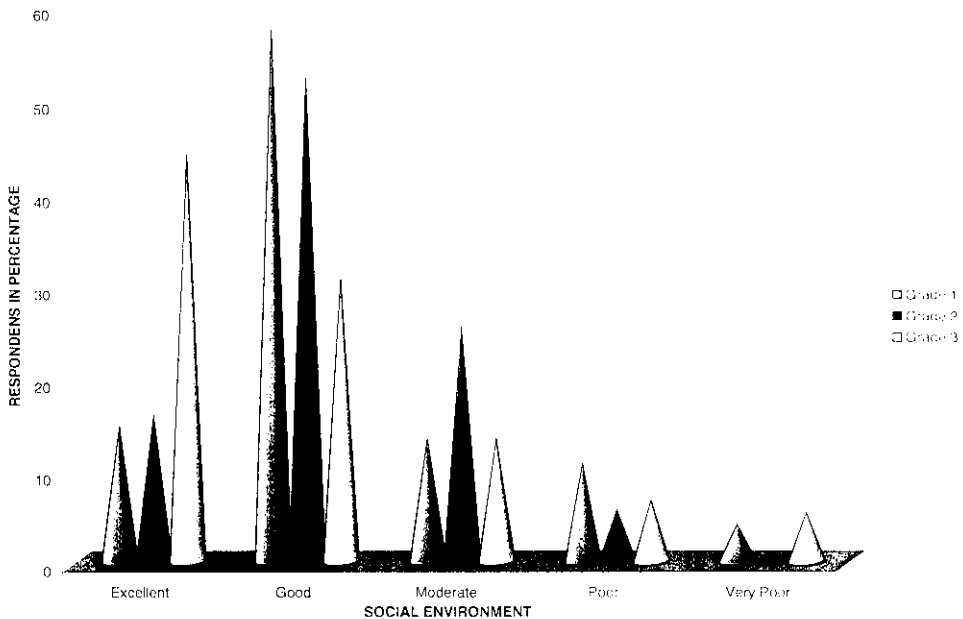
TABLE – 4.20

RESPONDENTS OPINION ABOUT SWITCHING JOBS

S.No.	SWITCH JOBS	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Yes	10	62	5	40	30	20
2	No	15	140	20	60	70	80
	TOTAL	**25**	**202**	**25**	**100**	**100**	**100**

Inference:

80% of the respondents in grade 3, 70% in grade 2 and 60% in grade 1 have shown no about switching jobs.

Figure – 4.20
Respondents opinion about switching jobs

RESPONDENTS OPINION ABOUT SWITCHING JOBS
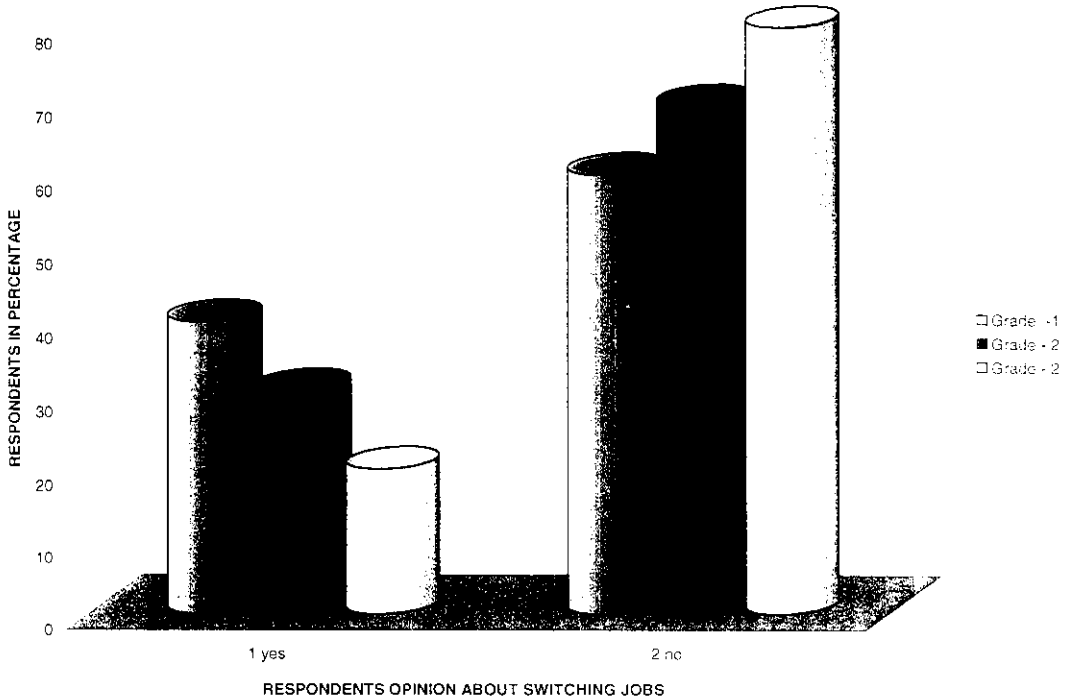
TABLE – 4.21

RESPONDENTS OPINION ABOUT ACCEPTANCE OF SALARY – CUTS

S.No.	ACCEPTTOGETLESS SALARY	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Yes	15	140	20	60	70	80
2	No	10	62	5	40	30	20
	TOTAL	**25**	**202**	**25**	**100**	**100**	**100**

Inference:

80% of the respondents in grade 3, 70% in grade 2 and 60% in grade 1 have shown yes about acceptance of salary cuts.

Figure – 4.21

Respondents opinion about accepting has salary and continue

RESPONDENTS OPINION ABOUT ACCEPTANCE OF SALARY – CUTS
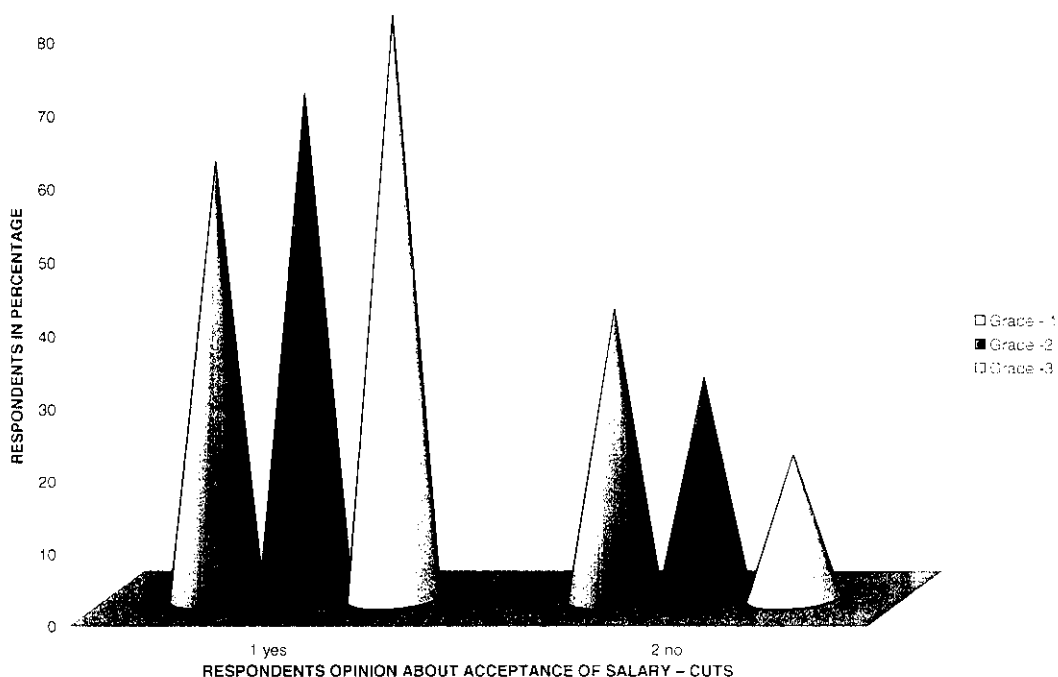
TABLE – 4.22

INVOLVEMENT IN JOB

S.No	Involvement	No. of respondents			% of respondents		
		g1	g2	g3	g1	g2	g3
1	Total involvement	15	155	16	60	77	64
2	Somewhat	5	40	5	28	20	28
3	Lack	5	7	4	12	3	8
	TOTAL	**25**	**202**	**25**	**100**	**100**	**100**

Inference:

77% of the respondents in grade 2, 64% in grade 3 and 60% in grade 1 have shown about total involvement in job.

Figure – 4.22

Involvement in job
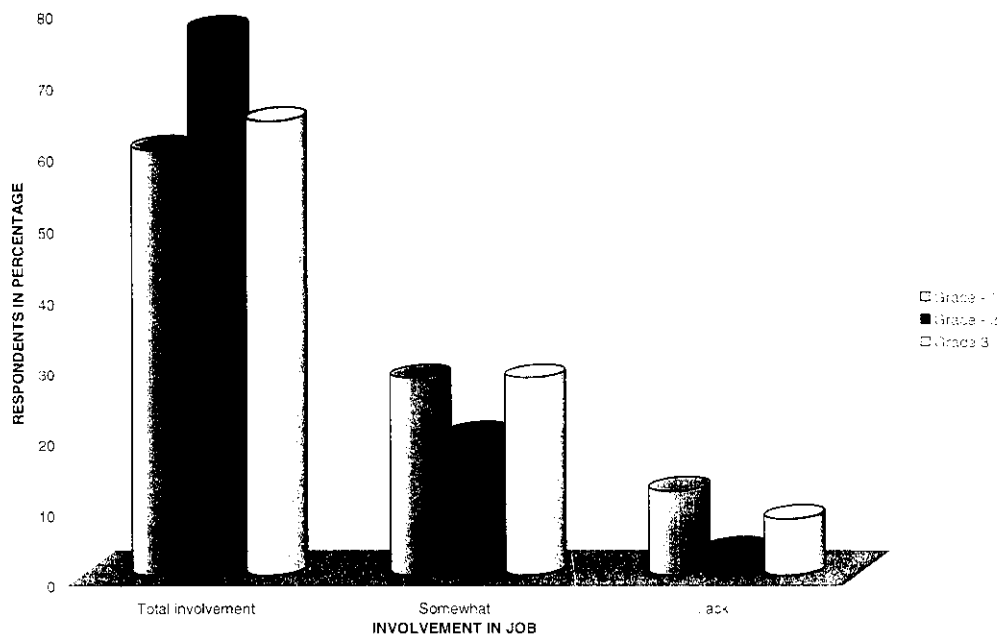
TABLE – 4.23

JOB SATISFACTION VS GRADE LEVEL

Grade	Job Satisfaction			Total
	Highly Satisfied	Satisfied	Not Satisfied	
G1	11	8	6	25
G2	118	75	9	202
G3	14	6	5	25
Total	143	89	20	252

Null Hypothesis (Ho) :   There is no significant difference among different employees grade on job satisfaction Level.

Alternative Hypothesis (H1) : There is significant difference among different employees grade on job satisfaction level.

Expected Frequency Table

Grade	Job Satisfaction		
	Highly Satisfied	Satisfied	Not Satisfied
G1	0.7155	0.0778	8.1290
G2	0.0992	0.1877	3.0844
G3	.0024	.9064	4.5847

Inference:

From the above table, the calculated value is 17.7871, and the table value is 9.49 so, there is difference between the grade and job satisfaction level ie, Null hypothesis rejected

TABLE – 4.24

INTERVALS IN SETTING GOALS

Grade	Intervals in setting goals			Total
	Daily & weekly	Monthly	Quarterly & Yearly	
G1	5	15	5	25
G2	115	76	11	202
G3	14	6	5	25
Total	134	97	21	252

Null Hypothesis (Ho) :   There is no significant difference among different employees grade on intervals in setting goals.

Alternative Hypothesis (H1) : There is significant difference among the grade on intervals in setting goals.

Expected Frequency Table

Grade	Intervals in setting goals		
	Daily & weekly	Monthly	Quarterly & Yearly
G1	5.1742	3.0045	4.0835
G2	0.5359	0.0395	2.0214
G3	0.0375	1.3640	4.0835

Inference:

From the above table, the calculated value is 20.3441, and the table value is 9.49 so, the is significant difference between the intervals insetting goals and grade level ie, Null hypothesis rejected

TABLE – 4.25

PARTICIPATIVE MANAGEMENT VS GRADE LEVEL

Grade	Participative Management			Total
	Highly Satisfied	**Satisfied**	**Not Satisfied**	
G1	14	6	5	25
G2	125	59	18	202
G3	14	6	5	25
Total	**153**	**71**	**28**	**252**

Null Hypothesis (Ho)　　:　　There is no significant difference among the different employees grade on Participative management level.

Alternative Hypothesis (H1) :　There is significant difference among the different employees grade on participative management level.

Expected Frequency Table

Grade	Participative management		
	Highly Satisfied	**Satisfied**	**Not Satisfied**
G1	.0915	.1546	1.7777
G2	.0453	.0765	0.8801
G3	.0915	.1546	1.7777

Inference:

From the above table, the calculated value is 5.0495, and the table value is 9.49 so, there is no significant difference between the participative management and grade level ie, Null hypothesis accepted.

TABLE – 4.26

WORKSTRESS VS GRADE LEVEL

Grade	Workstress			Column Total
	Often	Sometime	Rarely	
G1	13	7	5	25
G2	120	64	18	202
G3	14	6	5	25
Total	147	77	28	252

Null Hypothesis (Ho)   :   There is no variation in the reasons for availing leave with respect to workstress among the 3 grades.

Alternative Hypothesis (H1) :   There is variation in the reasons for availing leave with respect to workstress among the 3 grades.

Expected Frequency Table

Grade	Workstress		
	Often	Sometime	Rarely
G1	-.1719	.0534	1.7777
G2	.0398	.0840	0.8801
G3	.0233	.3516	1.7777

Inference:

From the above table, the calculated value is 5.1595, and the table value is 9.49 so, there is no significant difference between the workstress and grade level ie, Null hypothesis accepted.

Findings & Suggestions & Conclusions

CHAPTER – 5

FINDINGS, SUGGESTIONS, CONCLUSIONS

5.1.FINDINGS

- Distribution of respondents by their experience

  64% of the respondents in grade 3, and 52% in grade 1 have 5 to 10 years of experience while 52% in grade 2 have below 5 years of experience.

- Respondents opinion about job satisfaction

  46% of grade 2 respondents and 52% of grade 3 respondents have shown good job satisfaction while 32 % of grade 1 respondents have mediocre job satisfaction.

- Respondents opinion about the compensation

  50 % of the respondents in grade 2, 42% in grade 1 and 38% in grade 3 have shown good satisfaction about compensation.

- Respondents opinion about opportunities for to develop and improvement and self-development

  56 % of the respondents in grade 3, 40% in grade 1 and 38 % in grade 2 have responded that the company provides often about opportunities for improvement and self-development.

- Respondents opinion about working environment

  42 % of the respondents in grade 2, 39% in grade 3 and 37% in grade

- Respondents opinion about co-operation

  60% of the respondents in grade 1, 53 % in grade 2 and 40 % in grade 3 have shown good about co-operation.

- Respondents opinion about Job-responsibilities.

  72% of the respondents in grade 1, 54 % in grade 2 have agreed that job responsibilities are good while 52% in grade 3 have responded job responsibilities are excellent.

- Respondents opinion about participative management

  48% of the respondents in grade 2 and 40% in grade 1 agree that participative management is encouraged while 28% in grade 3 strongly agree that participative management is encouraged.

- Respondents opinion about policies & administration practices.

  76% of the respondents in grade 1 and 52 % in grade 2 show that they agree with policies & administration practices while 28 % in grade 3 show that they strongly agree with the policies & administration practices.

- Respondents opinion about workload

  60% of the respondents in grade 3, 52 % in grade 2 and 40 % in grade 3 consider workload is moderate.

- Respondents opinion about reasons for availing leave.

  49% of the respondents in grade 2, 44 % in grade 1 and 41% in grade 3 have agreed that they avail leave often.

- Respondents opinion about Job creative.

- Respondents opinion about Job challenging

  56% of the respondents in grade 3, 49% in grade 2 and 32% in grade 1 have agreed that their job is challenging.

- Respondents opinion about opportunities to update knowledge and skills.

  60% of the respondents in grade 1, 53% in grade 2 agreed while 32% in grade 3 both agreed and strongly agreed about opportunities to update knowledge and skills.

- Respondents opinion about setting goals

  94 % of the respondents in grade 2, 80% in grade 3 and 60% in grade 1 agree that goals are set.

- Respondents opinion about interval for setting goals.

  60% of the respondents in grade1 agreed that monthly goals are set, 47% in grade 2 agreed that weekly goals are set and 36% in grade 3 agreed that daily goals are set.

- Respondents opinion about appreciation for quality work.

  52% of the respondents in grade 3, 44% in grade 2 agree on appreciation for quality work while 40% in grade 1 say that appreciation for quality work is neutral.

- Respondents opinion about providing suggestions

  72% of the respondents in grade 1 and 51% in grade 2 agree that provide suggestions are encouraged while 52% in grade 3 strongly agreed that providing suggestions are encouraged.

- Respondents opinion about Social environment

  57% of the respondents in grade 1 and 52% in grade 2 consider that social environment is good while 44% in grade 3 considered social environment to be excellent.

- Respondents opinion about Switching Jobs.

  80% of the respondents in grade 3, 70% in grade 2 and 60% in grade 1 have shown no about switching jobs.

- Respondents opinion about acceptance of salary cuts

  80% of the respondents in grade 3, 70% in grade 2 and 60% in grade 1 have shown yes about acceptance of salary cuts.

- Respondents opinion about involvement in job

  77% of the respondents in grade 2, 64% in grade 3 and 60% in grade 1 have shown about total involvement in job.

5.2.SUGGESTIONS

Based on the study, the following suggestions are given. The company may look into these suggestions:

1. Improving job satisfaction among employees by implementing appropriate job enhancement and enrichment techniques.

2. Providing adequate compensation and appreciation for quality work.

3. Creating jobs that provide opportunity for expression of creativity and competence.

4. Planning and implementing training methods for self development of the work force.

5. Creating opportunities that will enable the workers to participate in management related activities.

6. Improving the working environmental standards to the extent that they are considered to be the best.

5.3.CONCLUSIONS

It is observed that the employee attitude vary from person to person towards their work life quality of work is not equals to that of quality of life. The study suggests the management to take the necessary steps to arrest the drift of deteriorating quality of work life in certain human factors like experience, wealth position, continual appreciation. Insecurity of job leads to discouragement, anxiety and even bitterness for negative perception of quality of work life. Providing sittings, suitable restrooms, transport facilities to all the employees, may encourage them to work continuously in the same industry. Allowing employees to participate in decision making make them to work enthusiastically and give recognition to them in their work. Providing training in using safety measures may build loyalty in their work. If the management provides permanent job, will definitely leads to good quality of work life.

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12. SIMA Library

WEB SITES :

www.HR.Com
www.Google.Com
www.MSN.Com
www.Yahoo.Com.

Appendix

<u>APPENDIX</u>

STUDY ON EMPLOYEE ATTITUDE TOWARDS WORK QUESTIONNAIRE:

Name of the Interviewer: A.SARAVANAN

Roll No : 0702MBA0701

Reg No : 68107202079

I. Socio Economic Background

    a. Name of the respondent   :

    b. Department   :

    c. Grade   :

    d. Age   :

☐ Below 25   ☐ 25-50   ☐ Above 50

    e. Sex:

☐ Male   ☐ Female

    f. Educational qualification

☐ 12 and below   ☐ Graduates

☐ Post Graduates   ☐ Professional

II 1. How long have you been working in this industry?

    a. Below 5 yr   b. 5-10 yr   c. Above 10 yr

2. How satisfied are you with the present job?

    a. Highly satisfied   b. Good satisfaction   c. Satisfied

    d. Not satisfied   e. Not at all satisfied

3. Your level of satisfaction with the organisation

Parameters	Excellent	Good	Moderate	Poor	Very poor
i) Recognition					
ii) Pay					
iii) Promotion					
iv) Bonus					

4. How often do you get opportunities for improvement and self-development?

    a. Very often   b. Often   c. Sometimes

    d. Rarely   e. Very rarely

5. How is your working environment?

Parameters	Excellent	Very good	Good	Moderate	Poor
i) Resting facility					
ii) Sanitary Conditions					
iii)Ventilation&Lighting					
iv)Water facilities					

12. Does your job allow you to be creative?

    a. Strongly agree b. Agree   c. No. opinion

    d. Disagree   e. Strongly Disagree

13. Is your job challenging enough?

    a. Strongly agree b. Agree   c. No. opinion

    d. Disagree   e. Strongly Disagree

14. Does your job provide opportunities to update your knowledge and skills?

    a. Strongly agree b. Agree   c. No. Opinion

    d. Disagree   e. Strongly Disagree

15. Do you set goals for achievement?

    a. Yes   b. No

    If yes then how often:

16.Does the top management appreciates your quality work?

    a.Strongly agree   b.Agree   c.Neutral

    d.Disagree   e.Strongly disagree

17. Does the company takes your suggestion for the improvement of the company?

a.Strongly agree   b.Agree   c.Neutral

d.Disagree   e.Strongly disagree

6. How do you get along with your superiors and co-workers?

    a. Very good   b. Good   c. Satisfactory

    d. Bad   e. Very Bad

7. How do you rate your job responsibilities?

    a. Excellent   b. Good   c. Moderate

    d. Poor   e.Very poor

8. Do you have the independence to express your views or ideas to your superiors?

    a. Strongly agree b. Agree   c. Neutral

    d. Disagree   e. Strongly Disagree

9. Are you comfortable with the policies and administrative practices of the company?

    a. Strongly agree b. Agree   c.Neutral

    d. Disagree   e. Strongly Disagree

10. How do you feel about your workload?

    a. Overload   b. Moderate   c. Underload

    d. Optimal

11. What are the reasons for which you avail leave often?

Parameters	Very often	Often	Sometimes	Rarely	Very Rarely
i) Personal					
ii) Workstress					
iii) Problem with superiors					

12. Does your job allow you to be creative?

a. Strongly agree b. Agree   c. No. opinion

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13. Is your job challenging enough?

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d.Disagree   e.Strongly disagree

18. Your level of satisfaction with the

Parameters	Excellent	Good	Moderate	Poor	Very poor
i) Health					
ii)Safety					
iii)Social service					

19. If the company is at loss,

    i)Will you switch over jobs

        a.Yes   b.No

    ii)Will you accept to get less salary and continue

        a. Yes   b.No

20. My involvement with my job

    a. Total involvement   b. Somewhat involvement

    c. Lack of involvement.