

**A STUDY ON THE ORGANIZATIONAL CULTURE WITH
SPECIAL REFERENCE TO STERLING BIO-TECH LIMITED,
OOTY**

By

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A project report

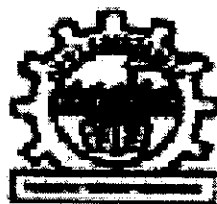
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Bonafide Certificate

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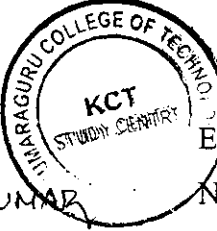
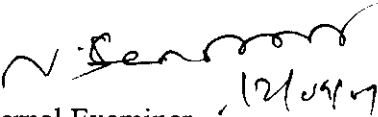
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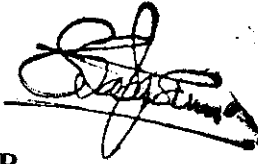
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Abstract

ABSTRACT

Organizational culture (corporate culture) has been defined as the philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms that organization together and shared by its employees.

The performance of any organization depends on its personnel. The loss of any person who is skilled and very important affects the organizational performance in a negative mode, especially when the loss is due to the lack of good organizational culture.

The culture in the organization is important to protect the qualities like integrity, customer centricity, values, No over commitment etc. The strength of any organization and its success lies in its Human Asset, which has to be managed by adopting a tactful organizational strategy. This study is an attempt to find out the organizational culture and its effect on human work.

A detailed questionnaire has been framed to collect the opinion of the employees of sterling Bio-tech Limited. The respondents are from three departments namely finance, marketing and human resource. The data collected from respondents are analyzed using statistical tools such as percentage analysis, organization culture indicator score and ANOVA.

The study has offered some suggestions on various measures that the management has to examine to make the organization climate more appreciable.

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K. Preethi
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Introduction

CHAPTER I – INTRODUCTION

1.1. RESEARCH BACKGROUND

By culture we mean that it include knowledge, belief, art, morals , law, custom and other capabilities and habit acquired by many in a society. Two terms are vital to the concept of culture. History and Shared phenomenon. Cultural norms of a society are passed from one generation to other.

Organizational culture (corporate culture) has been defined as the philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms that organization together and shared by its employees.

Organizational culture has assumed considerable importance now a days, because of its impact on employee performance and satisfaction.

When people join an organization they bring the values and beliefs they have been taught. However these values and beliefs are insufficient for helping the individual to succeed in the organization. Thus it is a requisite for the employees to learn the way by which an organization does things.

Organizational culture determine individual group behaviour. Organizational culture is the set of assumptions, beliefs, values and norms that are shared between the members of an organization. This culture have been consciously created by its key members or it may have simply evolved across time. It represents a key element of the work environment in which employees perform their jobs. Organizational culture is some what intangible. It surrounds and affects everything that happens in an organization.

1.2 IMPORTANCE OF CULTURE

Culture influences all of an organization's thinking and behavior including the development of market strategy, goals and structure. Management gurus reflect this back to companies when advising them to identify their core competencies and business. In other words asking them to surface their cultural beliefs about what type

values of the company but on the negative side opportunities may be missed if a narrow view of identity is revealed and then reinforced. Business history is littered with examples of company strategies that have failed to take account of cultural impact, especially in the area of mergers and acquisitions where a failure to understand cultural mismatches has resulted in failing to achieve the desired objectives.

1.3. CULTURAL EXPECTATIONS OF SUCCESSFUL ORGANIZATIONS

There may not be a consensus on what culture a successful organization needs there is broad agreement on the characteristics a successful organization will exhibit to survive and prosper in a rapidly changing environment.

One of the most well known concepts is that of the ‘learning organization’ as made popular by Senge through his influential book “The Fifth Discipline”, Senge’s five disciplines are capabilities that individuals within the successful learning organization will exhibit, namely:

Personal Mastery – the ability continually clarify and deepen a personal vision.

Mental models- the ability to understand one’s internal maps and hold them to scrutiny.

Building a shared vision- the ability to develop a focus on mutual purpose.

Team learning- this discipline encompasses many capabilities e.g. Conflict management, facilitation, respect for other’s point of view, all needed to create common learning.

System thinking (the fifth discipline)- the ability to recognize the systemic process at work, the interdependency and complex relationships.

One of the things that the first and second disciplines are asking of individuals within a ‘learning organization’ is a high level of emotional intelligence. Daniel Goleman, the originator of the concept, said “It is emotional intelligence that creates successful business”.

Goleman identified five emotional and social competencies” which would be needed to some degree by all, and to high degree by leaders and managers, to achieve to capabilities described by Senge;

- Self-awareness: Knowing what we are feeling in the moment and using that knowledge to guide our decision-making. Having a realistic assessment of our own abilities.
- Self-regulation: Handling our emotions so that they help us achieve our goals rather than derail us from them.
- Motivation: use our deepest values and beliefs (our sense of identity) to help us set and achieve our goals.
- Empathy: understanding the emotions of others and being able to take their perspective.
- Social skills: cultivating rapport with others, reading social situations and interacting smoothly.

In effect, what is being asked of individuals is a higher order of consciousness which enables us to not just to understand and obey a value system, but to create and manage our own. Kegan identified six competencies being demanded of us that all require the ability to recognize, create and manage boundaries and value systems:

- Invent and own our own work (rather than see it as owned and created by the employer).
- To be self-initiating, self-correcting and self-evaluating
- To be guided by our own visions at work.
- To take responsibility for what happens to us at work externally and internally.
- To be accomplished masters of our own particular work roles, jobs or careers.
- To conceive of the organization from the “outside in” as a whole; to see our relation to the whole; to see the relation of the parts to the whole

All of the above focuses on the capabilities of the individuals within the organization and successful organization of the futures will recruit for high levels of emotional intelligence and consciousness, offer training and development of these competencies and have a culture that allows them to flourish.

1.4 CULTURE DIMENSIONS

Over the years a number of organizational cultures have identified some of them are briefly discussed herewith:

a) Mechanistic and Organic cultures:

The mechanistic organizational culture exhibits the values of bureaucracy and feudalism. Organizational work is conceived as a system of narrow specialization and people think of their careers mainly within these specialization. Authority flows from the top of the organization to the lower levels and communication flows through prescribed channels. This sort of culture resists change and innovations. Contrast to this is the Organic culture. Here departmental boundaries, formal rules and regulations and prescribed channels of communications are frowned upon. There is great deal of emphasis on task accomplishment, team work and free flow of communication. Formal and informal in situations. The persons with expertise may wield for more influence than the formal boss. There is a widespread understanding between the staff members. The staff to take appropriate roles to solve the problems. This culture have the features of flexibility, consultation, change and innovation.

b) Authoritization and Participative cultures

In authoritization culture power concentrated on the leader and obedience to order and discipline are emphasized. Any disobedience is punished severely to set on example to others. The basic assumption is that leader knows what is good for the organization. The participative culture is premised on the motion that people are more committed to. Participation is made lively than imposing something. Further group problem solving leads to better decisions because several new points and information are shared during discussions. Participative cultures end to emerge where most organizational members are professional or see themselves as equals.

c) Sub culture and Dominant culture

Each department of an organization may have its own culture it is referred as subculture. A dominant culture emerges when there is an integration of all the department in to an unified whole within any given unit. The tendency for integration and consistency will be assumed to be present but it is perfectly possible for co-existing units of longer system.

d) Strong and Weak cultures :

In an organization having strong culture the values are both intensely held and widely shared by its member such employees develop strong legality to the organization. One benefit of a strong culture is reduced turnover and positive employee attitude. A strong culture demonstrates high agreement among member about what the organization stands for. The opposite will happen when culture is weak.

e) National Culture versus Organizational culture:

Distinction is also made between national culture and organizational culture. Organizational culture is influenced by the culture as the land irrespective of the origin of the company. Go to any company operating in India. Indian or foreign the local culture is visible. The holidays declared, festivals, celebrations, functions, organized and other cultural activities reflect Indian ethic.

1.5 ABOUT THE COMPANY

INTRODUCTION

Sterling Bio-tech Ltd., (SBTL) was set up in the year 1971, in technical collaboration with Rousselat Khulman of France who is the largest producer of the Gelatin in the world, presently Known as sanofi Bio industries. SBTL is a part of the Sandesara Group, a private sector industrial house in India which stands for quality, reliability and service.

In Udthagamandalam, it was early established under the name “Protein Products of India (PPI) and later on, it was taken up by TATA Group and known as M/s Rallies India ltd.

All products are manufactured with the hygienic conditions as in the parent company. The infrastructural plan is situated around 8000ft above MSL with pure water, fresh air and cool climate atmosphere at Ooty makes it the ideal environment for the manufacture of the product “Gelatin”. SBTL contributes mainly to satisfy the total Gelatin requirement of the country by providing 2000 tons per year. By selection of choicest raw materials and continuous modernization of the plant and machinery, they have achieved the highest quality standards.

The company gives utmost importance for the environment aspect to have eco-friendly approach to safeguard the environment and society at large. SBTL is an ISO 9001-2000 certified company and is one of the leading qualities Gelatin manufactures in India.

1.5.1 Product Profile

Gelatin

Gelatin is a high grade pure protein extracted from animal collagen. Collagen is abundantly present in the skin, conjunctive tissue and bones of animals. Gelatin can be obtained by partial hydrolysis of collagen present in the cattle bones. Gelatin contains all the amino acids a polypeptide chain, many of these amino acids are

1. Gelatin is very easily digestible animal protein.
2. It is a pure food protein of natural origin.
3. It is absolutely safe to consume.

PROPERTY OF GELATIN

Gelatin swells when placed in cold water absorbing 5 to 10 times its own volume of water. When heated to temperature of 50 degree Celsius to 60 degree Celsius, the swollen Gelatin dissolves giving a solution, which forms a gel when cooled. the sol gel conversion process is reversible and can be repeated.

The unique characteristic makes it an ideal raw material for many products.

Two plants are involved in Gelatin manufacturing. They are:

1. Ossein plant.
2. Gelatin plant.

APPLICATION OF GELATIN

1. Plasma volume expander:

The pure Gelatin is the form of pure first extract issued as a blood substitute during major accidents resulting in blood loss. It is used for priming the heart-lung machine prior to open-heart surgery.

2. Gelatin sponge:

Gelatin is so pure that is used for the manufacture of haemostatic sponge. These sponge have very absorption capacity and stop the bleeding.

3. Pharmaceuticals Gelatin:

In the pharmaceuticals field, Gelatin is present in many forms. It stabilises capsules the protect medicines against the detergent effects of light and air.

- soft shell capsules
- Tablets
- suppositories
- Granules
- Vitamin Pill coating.

4. Edible Gelatin:

The multiplicity of the properties of Gelatin accounts for the presence, offer visible in almost every type of food products such as

- Dairy products
- Confectionery
- Sweet desserts
- Sauce and soups
- Milk based products
- Wine industry

Gelatin is also used in canned food industries. Many creams fillings for cakes are Gelatin base very popular in sweets , soft toffees, marshmallow and foam wafers, chocolate coated foams, Wafers chewing gums and many more.

5. Photographic Gelatin:

Modern silver bromide materials are mainly composed of several emulsions, Coating Gelatin on a backing material such as paper or film Gelatin ensures the durability of the film and without Gelatin modern photography would be inconceivable.

Photographic Gelatin finds wide application in various fields such as nuclear trace emulsions, taking pictures in dark in astronomy, manufacture of X-ray films, roll

films and bromide paper emulsion. Therefore the career of photographic Gelatin is long- lasting.

6. Technical Gelatin:

Carbonless paper, Gelatin is an indispensable ingredient in the carbonless paper used in air tickets and in certain bank documents.

Electrolysis

Gelatin is also used in electrolysis where zinc and cadmium are profiled by electrolysis.

Matches

Used to manufactures match sticks.

Hydrolyzed Gelatin:

Hydrolyzed Gelatin is the form of gelysate peptone is used in bacteriological media.

Cosmetics:

Gelatin is also used in shampoos, protective creams for hair, hand and facial masks.

Paper industry:

Gelatin is used for impregnation of size press surfacing to improve various characteristics of paper such as wet strength resistance to absorption rigidity and tone.

Currency:

Gelatin provides required crispness in the currency notes.

Grading of bones:

There are different grades in the bones used for production of Gelatin. The are:

1. Hard

2. Majority hard
3. Spongy
4. Dental
5. Hooves
6. Impurities
7. Majority spongy

Grades of Gelatin

1. Pharmaceutical grade
2. Edible grade
3. Photographic grade
4. Technical grade

Types of raw materials used:

1. Cattle bone obtained from cattle industry
2. Hydrochloric acid
3. Lime
4. Acetic acid
5. Phosphoric acid

Types of machineries used for production:

1. Containers
2. Cake press filter
3. Evaporator
4. Sterilizer

5. Rotator
6. Brand drier
7. Crusher
8. Filter
9. Blender

1.5.2 Market Leader

SBTL was the major player from 1999-2003 and started facing stiff competitions after that. The main competitors are:

- Shaw Wallace
- India Gelatin

SBTL has endeavored to build up business relation on a long term basis and by doing so it bring the term business partner into effect. Gelatin is also exported to countries like Netherlands, UAE, Japan and USA. The shipping agent of SBTL is located at Chennai and Mumbai.

1.5.3. Environmental Pollution Control

SBTL gives utmost importance and care to protect the environment. It makes sure that the water is purified before letting it out and it also reutilize the water. It makes such precaution that there is no leakage of chemicals and acid into air. Utmost importance is give to the environmental aspect to have eco-friendly approach to safeguard the environment and society at large. These are the foremost guiding principles of SBTL and it means more than just words.

1.6. STATEMENT OF THE PROBLEM

The culture in the organization is important to protect the qualities like integrity, customer centricity, values, No over commitment etc. The strength of any organization and its success lies in its Human Asset, which has to be managed by

adopting a tactful organizational strategy. This study is an attempt to find out the organizational culture and its effect on human work.

1.7 OBJECTIVES OF THE STUDY

- To measure the present level of organization culture.
- To analyse the relationship between Administrators and subordinates.
- To measure the level of participation of employees in building up the organization.
- To study the attitude of employees towards the organization culture

1.8 SCOPE OF THE STUDY

The study is to bring a comparative outlook among the prevailing and preference culture of the organization. The study would throw light upon the thought of employees towards the organization. The study would provide solutions to minimize the gap among the employees relationship.

Literature Review

CHAPTER II - LITERATURE SURVEY

2.1 REVIEW OF LITERATURE

Kavitha Singh (2005), has made a study on “Cultural Transformation due to IT invasion”. The study reveals that the influence on information technology in cultural transformation of corporate. The challenges faced by the companies to overcome the cultural transformation constraints.

Pooja Purang (2005) has made a study on “HRD Climate : A Comparative analysis of public, private, international organizations”, The study hypothesized that the employee perceptions of the HRD climate would vary in accordance with the type of the organizations and found that private sector has positive climate.

Konecki and K.Tomasz,(2006) has made a study on “Reproduction of Organisational culture”. The study analysis the organizational culture reproduction. And attempts to answer about the normative organizational culture reproduce. It also throws light on the concept of modern and pro-effective organizational culture.

Trefryand Mary.G (2006) has made a study on “A Double-edged Sword: Organisational Culture in Multi cultural organization”, This study analyses the dimensions of vitality of development of banking systems. Fuzzy synthetic decision analysis was used to construct and evaluate an index of the vitality of training, assigning and development to offer banks new perspectives and methods of assessment. In this study vitality index for human resources development in banks has been analysed. In this empirical study of commercial banks the priority rank for five dimensions of the mean factor are found out and they are as follows: Efficiency, Leadership, Business culture, Talents and strategy.

Shih-Chieh Fang and Jue-Fan Wang (2007) in their study “Effects of Organisational culture and Learning on Manufacturing Strategy selection: An empirical Study” reveled that the Manufacturing strategy issues from diverse

R&D activities. However, relatively few articles have explored manufacturing strategy with soft issues, particularly organizational factors.

Chow and Trene H. (2007) has made a study on “Business Strategy, Organisational Culture, and Performance outcomes in china’s technology Industry”. This study examines a study was conducted on organizations in chinas technology intensive industry. This study attempts to find out the relationship between human resources and organizational performance to see if there was a link between corporate culture and business strategy.

Eskerod, Pernille;Skriver, Hans Jorgen(2007), “Has made a study on the Organisational culture restraining in-house knowledge transfer between project managers –A case study”. Even though the importance of knowledge transfer within project-oriented organizations is frequently emphasized in the recent project management literature, in practice, knowledge transfer only takes place to a rather limited extent. Based on an in-depth case study, findings from a company, in which several initiatives to promote knowledge transfer between five full-time project managers were taken, are presented. However, the initiatives did not bring the expected outcome. The organizational subculture encompassing project managers may explain reluctance in involvement in knowledge transfer and in sharing of lessons learned. Based on Schein's notion (1987) six basic underlying assumptions in the organizational culture that limit knowledge transfer are identified. Further, the authors propose an interaction paradigm underlying project managers' interactions.

Gillespie, Michael A(2008) has made a study on “Linking organizational culture and customer satisfaction: Results from two companies in different industries”, This article presents a test of the relationship between organizational culture and customer satisfaction using business-unit data from two different companies. The first study examines 32 regional markets of a residential home-building company and the second study examines 148 automobile dealerships. The Denison Organizational Culture Survey (DOCS) is used to measure organizational culture, while customer satisfaction data were collected from customers themselves by independent third parties. With a few exceptions, the culture measures related

significantly to customer satisfaction, explaining 28% of the variance for the home-building markets and 11 - 28% of the variance for the auto dealerships.

Saxena, Sharad; Shah, Hardik. Vikalpa(2008) has made a study on “Effect of Organizational Culture on Creating Learned Helplessness Attributions in R&D Professionals: A Canonical Correlation Analysis”. In this study Due to the negative impact of learned helplessness attributions on performance in organizations, it is important to understand how people develop learned helplessness attributions and what role organizational culture plays towards developing or helping to cope up with such negative way of thinking which essentially impairs the performance of individuals. Learned helplessness as a deed per se is highly influenced by the philosophical foundations, value systems and ethos of the organization and therefore the basic premise of the study is that the organizational culture is one of the fundamental causes of creating learned helplessness attributions. In this paper an attempt has been made to explore the relationship among different dimensions of organizational culture and learned helplessness attributions for R&D professionals of pharmaceutical industry of India. Different strategies to manage R&D professionals have been suggested based on results that organizational culture and learned helplessness dimensions are negatively correlated.

Taylor, Sully and Levy (2008), has made a study on ”Employee commitment in MNCs: Impacts of organizational culture, HRM and top management orientations. This study tests a model of organizational commitment in multinational corporations (MNCs). According to the model, organizational culture and human resource management (HRM) affect employee commitment directly as well as indirectly through top management team orientations. Specifically, we examined the effect of top management team global orientation and geocentric orientation, which are seen as contributing uniquely to employee commitment in MNCs. The model was tested on a sample of 1664 core employees working in 39 affiliates of 10 MNCs. We found strong overall support for the model. In particular, organizational culture characterized by high adaptability and a HRM system characterized by high performance work practices were found to have a significant and direct effect on

elements of the human organization is partially mediated through top management orientations, specific to international firms. The validity and generalizing of these results are reinforced by the control of a set of demographic variables as well as nationality of parent company.

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Methodology

CHAPTER III – METHODOLOGY

3.1 INTRODUCTION TO RESEARCH METHODOLOGY

In simple words research is a search for knowledge. It is a complete investigation through some tools. Research may help to find new facts in any branch of knowledge. The Research Methodology Prepares the investigator to adopt techniques and tools to neutralize the description, explanation and justification of various methods of continuing research.

3.2 RESEARCH DESIGN

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

This study is descriptive in nature. It is undertaken by designing a questionnaire for collecting data form the target respondents. Hence in narrow terms it may also be called as a survey type study.

3.3 SAMPLING DESIGN

The sampling technique used for this study is convenience sampling. The sample size taken for the study is 100 respondents.

The instrument used in this study is questionnaire. The questionnaire consists of a five point rating scale starting form strongly agree to strongly disagree with intermediate as agree, neutral and disagree.

3.4 DATA AND SOURCES OF DATA

The primary data used in the study has been collected by using a self prepared questionnaire and also conducting personal interview with the respondents who are employed in starting Bio-tech Ltd.

3.5 FRAME WORK OF ANALYSIS

To analyse the organizational culture of sterling Bio-tech Ltd., the following statistical tools have been employed.

Percentage Analysis

To distribute the respondents based on their demographic factors percentage analysis have been employed.

Organization Culture Indicator scores

In this study a five point rating scale have been employed. The score for the above scale have been given as 5,3,4,2, and 1 for strongly Agree, Agree, Neither Agree or disagree, Disagree and strongly disagree respectively. The scores have been added, which results to organizational culture indicator score. If the score is more, the employees feel that the prevailing organizational culture is appreciable.

Analysis of Variance

It is a technique of analyzing the variable explained by the dependent variable based on selected independent variables. The independent variables are termed as group variables or factors. ANOVA is used to find out whether the group mean of the dependent variable differ significantly based on the classification of independent variables.

*Data Analysis and
Interpretation*

CHAPTER IV - DATA ANALYSIS AND INTERPRETATION

TABLE -4.1.1

DISTRIBUTION OF RESPONDENTS BY THEIR AGE

S.No.	AGE	NO. OF RESPONDENTS	PERCENTAGE
1.	20-30 yrs	33	33.0
2	31-40yrs	23	23.0
3	41-50yrs	27	27.0
4	Above 50 yrs	17	17.0
	Total	100	100.0

The above table clearly states that 33% of the respondents are between the age 20-30 years, 27% of the respondents are in the age limit of 41-50 years, 23% of the respondents are between the age group of 31-40 years and 17% respondents are above the age of 50.

TABLE-4.1.2**DISTRIBUTION OF RESPONDENTS BY THEIR GENDER**

S. No.	GENDER	NO. OF RESPONDENTS	PERCENTAGE
1.	Male	78	78.0
2.	Female	22	22.00
	Total	100	100.0

This table shows that majority (78%) of the respondents are male and 22 % of the respondents are female.

TABLE-4.1.3**DISTRIBUTION OF RESPONDENTS BY THEIR MARITAL STATUS**

S. No.	MARITAL STATUS	NO.OF RESPONDENTS	PERCENTAGE
1.	Single	41	41.0
2.	Married	59	59.0
	Total	100	100.0

The table shows that 59% of the respondents are married and 41 % of the respondents are single.

TABLE 4.1.4**DISTRIBUTION OF RESPONDENTS BY THEIR INCOME**

S.NO	INCOME	NO.OF RESPONDENTS	PERCENTAGE
1	Below Rs 10000	13	13.0
2	Rs.10001-15000	63	63.0
3	Rs. 15001-20000	18	18.0
4	Above Rs.200001	6	6.0
	Total	100	100.0

Table 4.1.4 shows that 63% of the respondents are earning a monthly income between Rs.10001-15000, 18% of the respondents are earning a monthly income of 15001-20000 and 13% respondents are earning a monthly income below Rs.10, 000. 6% of the respondents are earning above Rs.20000.

TABLE 4.1.5**DISTRIBUTION OF RESPONDENTS BY THEIR DEPARTMENTS**

S.No	DEPARTMENT	NO.OF RESPONDENTS	PERCENTAGE
1	Finance	33	33.00
2	Marketing and Sales	50	50.0
3	HR	17	17.0
	Total	100	100.0

Table 4.1.5 revealed that 50% of the respondents belong to marketing and sales department 33% of the respondents are from the department of finance. 17% of respondents are from HR.

TABLE 4.1.6**DISTRIBUTION OF RESPONDENTS BY THEIR EXPERIENCE**

S. No.	EXPERIENCE	NO.OF RESPONDENTS	PERCENTAGE
1	1 year to 5 year	20	20.0
2	6 years to 10 year	42	42.0
3.	11 years and above	38	38.0
	Total	100	100.0

The above table shows that 42% of the respondents have an experience of 6 to 10 years. 38% of the respondents have an experience of 11 years and above. 30% of the respondents are under 1-5 years of experience.

TABLE 4.1.7

**TABLE SHOWING THE OPINION OF RESPONDENTS
WITH REGARD TO CONSIDER HUMAN RESOURCE AS AN IMPORTANT
RESOURCE THAN OTHERS BY THE TOP MANAGEMENT**

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	32	32
Agree	54	54
No opinion	14	14
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

From the above table it is found that 54% of the respondents have agreed that the top management of this organization consider human resource as an important resource than others. 32% of the respondents have strongly agreed with it and the remaining 14% of the respondents have no opinion.

TABLE 4.1.8

TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING THE PERSONAL POLICIES THAT FACILITATE EMPLOYEE DEVELOPMENT

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	30	30
Agree	47	47
No opinion	23	23
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

From the above table it is found that 47% of the respondents have agreed that the personnel policies in this organization facilitate employee development. 30% of the respondents have strongly agreed with it and the remaining 23% of the respondents have no opinion.

TABLE 4.1.9

TABLE SHOWING THE OPINION OF RESPONDENTS WITH REGARD TO THE INTEREST IN THEIR JUNIORS AND HELP THEM TO LEARN THEIR JOB

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	36	36
Agree	42	42
No opinion	22	22
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

Table 4.1.9 revealed that 42% of the respondents have agreed that the senior officers/ executives in this organization take active interest in their junior and help them to learn. It is also clear from the table that 36% of the respondents have strongly agreed to this concerned organizational factor.

TABLE 4.1.10
TABLE SHOWING THE OPINION OF THE RESPONDENTS
REGARDING THE HELP RENDERED TO EACH OTHER
IN THIS ORGANIZATION

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	49	49
Agree	50	50
No opinion	1	1
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

Table 4.1.10 revealed that 49% of the respondents have strongly agreed to the view that people in this organization are helpful to each other and 50% of the respondents have agreed to this statement also. Among the respondents 1% of them have not specified their opinion.

TABLE 4.1.11**TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING THE GUIDANCE SHOWN BY THE SENIORS TO JUNIORS**

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	25	25
Agree	47	47
No opinion	28	28
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

From the table 4.1.11 it is found that 47% respondents have agreed the view that the seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up, 28% of the respondents have strongly agreed with it and the remaining 25% of the respondents have no opinion.

TABLE 4.1.12**TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING THE EFFORT OF TOP MANAGEMENT TO IDENTIFY AND UTILIZE THE POTENTIAL OF THE EMPLOYEES**

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	17	17
Agree	73	73
No opinion	10	10
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

Table 4.1.12 revealed that 73% of the respondents have agreed that the top management of this organization makes effort to identify and utilize the potential of the employees, 17% of the respondents have strongly agreed with it and the remaining 10% of the respondents have not marked their opinion.

TABLE 4.1.13

TABLE SHOWING THE OPINION OF RESPONDENTS WITH REGARD TO THE PERFORMANCE APPRAISAL REPORTS

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	8	8
Agree	74	74
No opinion	18	18
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

From the table 4.1.3 it is clear that only 8% of the respondents have strongly agreed that the performance appraisal is based on merits and not on favoritism. 74% of the respondents have also agreed to this view, but 18% of the respondents have no opinion in this regard.

TABLE 4.1.14
TABLE SHOWING THE RESPONDENTS OPINION REGARDING
THE WEAKNESS OF EMPLOYEES THAT ARE COMMUNICATED TO
THEM IN NON-THREATENING WAY

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	4	4
Agree	89	89
No opinion	7	7
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

From the above table it is found that 89% of the respondents have agreed that the weakness of employees are communicated to them in non-threatening way. 4% of the respondents have strongly agreed with it and the remaining 4% of the respondents have no opinion.

TABLE 4.1.15
TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING THE
EFFECT ON THE FEEDBACK GIVEN TO THE EMPLOYEES

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	11	11
Agree	83	83
No opinion	6	6
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

From the above table it is found that 83% of the respondents have agreed that, when behaviour feedback is given to employees they take seriously and use it for development. 11% of the respondents have strongly agreed with it and the remaining 6% of the respondents have no opinion.

TABLE 4.1.16

TABLE SHOWING THE OPINION OF EMPLOYEES IN KNOWING THEIR STRENGTH & WEAKNESS FROM THEIR OFFICERS OR COLLEAGUES

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	11	11
Agree	82	82
No opinion	7	7
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

From the 4.1.16 table it is found that 82% of the respondents have agreed that the employees in this organization take pains to find out their strengths and weakness from their supervisory officers or colleagues, 11% of the respondents have strongly agreed to it and the remaining 7 % of the respondents have no opinion.

TABLE 4.1.17
TABLE SHOWING THE OPINION OF THE RESPONDENTS REGARDING
THE EFFECTIVENESS SHOWN WHEN TRAINING IS GIVEN

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	12	12
Agree	74	74
No opinion	13	13
Disagree	1	1
Strongly Disagree	0	0
Total	100	100.0

Table 4.1.17 revealed that 74% of the respondents have agreed that when employees are sponsored for training, they take it seriously and try to learn from the programmes they attend. 12% of the respondents have strongly agreed to it, 13% of the respondents have no opinion and the remaining 1% of the respondents have disagreed to this view.

TABLE 4.1.18
TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING THE
TRUST WORTHINESS OF PEOPLE IN THIS ORGANIZATION

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	6	6
Agree	17	17
No opinion	77	77
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

From the above table it is found that 77% of the respondents have no opinion regarding the people trust each other in this organization. 17% of the respondents have agreed with it and the remaining 6% of the respondents have strongly agreed that people trust each other in this organization.

TABLE 4.1.19
TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING
THEIR FEARLESS DISCUSSION WITH SUPERIORS

OPINION	FREQUENCY	PERCENT
Strongly Agree	6	6
Agree	23	23
No opinion	64	64
Disagree	7	7
Strongly Disagree	0	0
Total	100	100.0

Table 4.1.19 revealed that only 6% of the respondents have strongly agreed that they are not afraid to express or discuss their feelings with superiors. Similarly 23% of them agree to this statement, but a majority (64%) of the respondents have no opinion with this statement.

TABLE 4.1.20
TABLE SHOWING THE OPINION OF RESPONDENTS
REGARDING THE HIGH ORDER TEAM SPIRIT

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	4	4
Agree	38	38
No opinion	58	58
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

From the above table it is found that 58% of the respondents have no opinion with the statement. Whereas 38% of the respondents have agreed that team spirit in their organization is of high order and 4% of the respondents have also strongly

TABLE 4.1.21**TABLE SHOWING THE OPINION OF RESPONDENTS WITH REGARD TO THE INITIATIVE TO SOLVE THE PROBLEM WHEN ARISE**

Opinion	Frequency	Percent
Strongly Agree	1	1
Agree	47	47
No opinion	52	52
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

Table 4.1.21 revealed that 47% of the respondents have agreed that whenever problems arise they discuss them openly and try to solve them rather than keep accusing each other behind their backs, and 1% of the respondents have strongly agreed to this, whereas 52% of them have no opinion.

TABLE 4.1.22**TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING THE CAREER OPPORTUNITIES SHOWN BY THE SENIOR OFFICERS**

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	19	19
Agree	55	55
No opinion	26	26
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

From the table 4.1.22 table is found that 55% of the respondents have agreed that the career opportunities are pointed to juniors by senior officers in the organization , 26% of the respondents have no opinion with it and the remaining 19% of the respondents have strongly agreed, to this statement.

TABLE 4.1.23
TABLE SHOWING THE OPINION OF RESPONDENTS WITH
REGARD TO THE AVAILABILITY OF ORGANIZATION'S
FUTURE PLAN TO THE JUNIORS

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	25	25
Agree	47	47
No opinion	28	28
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

Table 4.1.23 revealed that 25% of the respondents have strongly agreed that the future plan of the organizations are made known to the Juniors so that it helps them to prepare for the future.47 % of the respondents have agreed to this Whereas 28% of the respondent haven no opinion with regard to it.

TABLE 4.1.24**TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING JOB ROTATION THAT FACILITATES EMPLOYEE DEVELOPMENT**

OPINION	FREQUENCY	PERCENTAGE
Strongly Agree	6	6
Agree	74	74
No opinion	20	20
Disagree	0	0
Strongly Disagree	0	0
Total	100	100.0

Table 4.1.24 shows that 74% of the respondents have agreed that the job rotation in this organization facilitates employee development. Whereas 20% of the respondents have no opinion, but 6% of the respondents have strongly agreed that Job rotation facilitates employee development.

TABLE 4.1.25**AGE WISE MEAN ORGANIZATION CULTURE SCORE**

		ORGANIZATION CULTURE SCORE		
		MEAN	S.D	NO. OF RESPONDENTS
Age	20-30 years	73.55	11.79	33
	31-40 years	67.35	6.40	23
	41-50 years	52.93	10.34	27
	Above 50 years	47.65	6.21	17
TOTAL		62.15	14.04	100

Table 4.1.25 revealed the age wise mean organization culture score. The overall mean for the above measure is 62.15. The mean score is high (73.55) among the age group of 20 to 30 years and low (52.93) among the age group of 41 to 50

Ho: There is no significant difference among the age groups in the average organization score.

TABLE 4.1.26
ANOVA FOR AGE WISE ORGANIZATION CULTURE SCORE

	Sum of squares	DF	Mean Square	F	Sig.	Table Value
Between Groups	10779.617	3	3593.206	39.436	*	2.699
Within groups	8747.133	96	91.116			
Total	19526.750	96				

*- significant at 5% level

Table 4.1.26 revealed the ANOVA results for Age wise organization Culture score. The calculated F value is 39.436 which is higher than the table value of 2.699 at 5% level of significance. Since the calculated value is higher than the table value it is inferred that there is significant difference among the age group in the average organization culture score. Hence the hypothesis is rejected.

TABLE 4.1.27
GENDER WISE ORGANIZATION CULTURE SCORE

		ORGANIZATION CULTURE SCORE		
		MEAN	S .D	NO. OF RESPONDENTS
GENDER	Male	60.59	13.60	78
	Female	67.32	14.69	22
Total		62.15	14.04	100

Table 4.1.27 shows the sex wise organization culture score. It is clear from the table that the mean value of Female groups is 67.32 which is higher than the male groups (60.69).

Ho: There is no significant difference between male and female groups in the organization Culture score.

TABLE 4.1.28
GENDER WISE t-TEST FOR EQUALITY OF MEANS

t	DF	SIG	Table value
1.983	98	*	1.98

*- significant

It is evident from the table 4.1.28 that the calculated t value is 1.983 which is higher than the table value of 1.98 at 5% level of significance. It is inferred that there is significant difference between genders in the average organization culture scores. Hence the hypothesis is rejected.

TABLE 4.1.29
MARITAL STATUS WISE MEAN ORGANIZATION CULTURE SCORE

		ORGANIZATION CULTURE SCORE		
		MEAN	S.D	NO. OF RESPONDENTS
Martial status	Single	70.59	9.67	41
	Married	56.29	13.67	59
Total		62.15	14.04	100

Table 4.1.29 reveals the organization culture score based on the marital status of the respondents. The mean value of married groups is 56.29 which is lower than single groups (70.59). The overall mean is 62.15.

Ho: There is no significant difference between single and married in the average Organization Culture score.

TABLE 4.1.30
t- TEST FOR EQUALITY OF MEANS

t	DF	SIG	TABLE VALUE
5.765	98	*	1.98

*- significant at 5% level

It is evident from the table 4.1.30 that the t value is 5.765 which is higher than the table value of 1.98 at 5% level of significance. Hence there is significant difference between the marital status in the average Organization Culture scores and the hypothesis is rejected.

TABLE 4.1.31
INCOME WISE MEAN ORGANIZATION CULTURE SCORE

		ORGANIZATION CULTURE SCORE		
		MEAN	S.D	NO. OF RESPONDENTS
Income	Below Rs. 10000	67.54	16.24	13
	Rs. 10001-15001	64.46	13.49	63
	Rs.15001-2000	53.56	11.48	18
	Above Rs 20000	52.00	6.29	6
	Total	62.15	14.04	6

Table 4.1.31 shows the income wise organization culture score. It is evident from the table that the mean value of income group below Rs.10,000 is higher (67.54) when compared to other income groups. The overall mean is 62.15. For the income group above Rs. 20,000 the mean value is 52.00.

Ho: There is no significant difference among the income group in the Organization Culture score.

TABLE 4.1.32
ANOVA FOR ORGANIZATION CULTURE SCORE

	SUM OF SQUARE	DF	MEAN SQUARE	F	SIG	TABLE VALUE
Between Groups	2661.424	3	887.141	5.050	*	2.699
Within Group	16865.326	96	175.680			
Total	19526.750	99				

*- significant at 5% level

It is seen from the table 4.1.32, that the F value is 5.050 which is higher than the table value 2.699. It is inferred from the table that there is significant difference among the income groups in the average Organization Culture score. Hence the hypothesis is rejected.

TABLE 4.1.33
EXPERIENCE WISE MEAN ORGANIZATION CULTURE SCORE

		ORGANIZATION CULTURE SCORE		
		MEAN	S.D	NO. OF RESPONDENTS
Experience	Up to 5 years	74.45	12.42	20
	6-10 years	68.57	8.30	42
	10 years & above	48.58	7.37	38
Total		62.15	14.04	100

Table 4.1.33 revealed the experience wise organization culture score. It is clear from the table that the mean value of experience group up to 5 years is 74.45, which is higher than the other experience groups, the mean value of 6-10 years experience group is 68.57 followed by 10 years and above group (48.58).

Ho: There is no significant difference among the experience groups in the average Organization Culture scores.

TABLE 4.1.34
ANOVA FOR ORGANIZATION CULTURE SCORE

	SUM OF SQUARE	DF	MEAN SQUARE	F	SIG	TABLE VALUE
Between Groups	11756.251	2	5878.126	73.377	*	3.09
Within Group	7770.499	97	80.108			
Total	19526.750	99				

Table 4.1.34 revealed that the calculated F value is 73.377 which is higher than the table value 3.09 at 5% level of significance. It is also inferred that there is significant difference among the experience groups in the average organization culture scores. Hence the hypothesis is rejected.

TABLE 4.1.35
DEPARTMENT WISE MEAN ORGANIZATION CULTURE SCORE

		ORGANIZATION CULTURE SCORE		
		MEAN	S.D	NO.OF RESPONDENTS
Department	Finance	60.85	17.38	33
	Marketing	64.18	10.75	50
	HR	58.71	15.28	17
Total		62.15	14.04	100

Table 4.1.35 revealed the department wise organization culture score. Marketing department shows a higher mean of 64.18 followed by finance department (60.85). The HR department shows a low mean value among the other groups (58.71).

Ho: There is no significant difference among the Department groups in the organization culture score

TABLE 4.1.36
ANOVA FOR ORGANIZATION CULTURE SCORE

	Sum of Square	DF	Mean square	F	Sig.	Table Value
Between Groups	463.598	2	231.799	1.179	NS	3.09
Within Group	19063.152	97	196.527			
Total	19526.750	99				

NS-Not significant

It is evident from the table 4.1.36 that the calculated F value is 1.179 which is less than the table value 3.09. Since the calculated value is less than the table value it is inferred that there is no significant difference among the department groups in the average organizational culture scores. Hence the hypothesis is accepted.

CHAPTER V – CONCLUSION

5.1 SUMMARY OF FINDINGS

The major findings from the study are as follows

1. 78% of the respondents are male
2. 59 % of the respondents are Married.
3. 63% of the respondents earns a monthly income between Rs.10001-15000.
4. 50% of the respondents belong to marketing and sales departments.
5. 42% of the respondents are between 6-10 years of experience.
6. 54 % of the respondents have agreed that the top management of this organization goes out of its way to make sure that employees enjoy their work.
7. 47% of the respondents have agreed that the personnel policies in this organization that facilitates employee development.
8. 42% of the respondents have agreed that the senior officers/executives take active interest to help the juniors in knowing new things.
9. 49% of the respondents have strongly agreed to the view that people in this organization help each other.
10. 47% of the respondents have agreed that the seniors' guide their juniors and prepare them for future responsibilities/ roles they are likely to take up.
11. 73% of the respondents have agreed with the top management of this organization makes effort to identify and utilize the potential of the employees.
12. 74% of the respondents have agreed with the performance appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism.
13. 89% of the respondents have agreed that the weakness of employees are communicated to them in non-threatening way.
14. 83 % of the respondents have agreed that, when behavior feedback is given to employees they take seriously and use it for development.
15. 82% of the respondents have agreed that the employees in this organization take pains to find out their strengths and weakness from their supervisory

16. 74 % of the respondents have agreed that when employees are sponsored for training, they take it seriously and try to learn from the programmes they attend.
17. 77% of the respondents have no opinion with people trust each other in this organization.
18. 64% of the respondents have no opinion with regard to the statement that when Employees are not afraid to express or discuss their feeling with their supervisors.
19. 58 % of the respondents have no opinion for the statement that the team spirit is so high in order at this organization.
20. 52% of the respondents have no opinion for the statement when problem arise people discuss them openly and try to solve them rather than keep accusing each other behind their backs.
21. 55% of the respondents have agreed that the job rotation in this organization facilitates employee development.
22. 25% have strongly agreed those organization future plans are made known to the juniors for preparing themselves the future activities.
23. The respondents between the age group of 20 to 30 years have an opinion that a good culture prevails in this organization.
24. The analysis of variance test in respect of experience has revealed that there is significant difference among the experience in the average organization culture indicator scores.
25. Female respondents, have good opinion about the organization culture.
26. t-test in respect of male and female groups revealed that there is significant difference in the organization culture score.
27. The mean value of respondents who are single is high (70.59). This shows that the unmarried of the opinion that the organization culture prevailing in sterling Bio-tech Ltd., is appreciable.
28. The t-test in respect of Marital Status of respondents revealed that there has been a significant difference in the organization culture score.
29. The mean value of income groups revealed that those respondents who have income below Rs.10, 000 are satisfied highly with respect to the organization

30. ANOVA in respect of income groups revealed that there has been a significant difference in the organization culture score.
31. The mean value of respondents up to 5 years of experience is 74.45. This shows that they are satisfied highly with respect to the present organizational Culture.
32. The mean value of the Marketing department shows a higher value of 64.18 when compared to finance and HR department. This indicates that the respondent from marketing departments are satisfied than the other departments with respect to the overall culture of this organization.
33. The ANOVA in respect of experience has revealed that there is significant different among the experience in the average organization culture indicator score.
34. The analysis of variance test in respect of the department has revealed that there is no significant difference among the departments and the mean organization culture indicator score.

5.2 SUGGESTIONS

The study has resulted in the following suggestions in respect of the organization culture of sterling Bio-tech Limited.

- It is suggested that the management has to provide sufficient training by conducting special programs regarding the recent developments, so that the employer can stay contemporary.
- Measures are to be taken to have personal bondage among the employees. This would enhance the trust worthiness among the people in this organization.
- The management has to take measures to bring the superiors and the employees together, so that the employees can discuss their problems of official and personal in nature, this would increase general productivity of the organization.
- The management should make aware of the group dynamics among the employees. Measures are to be taken to build “Team Spirit”.

- A new environment of discussing and solving the issue are to be promoted. So that accusing behind the back will be avoided. This lies in the hands of superior officer.
- Ways and means of enhancing the career need to be informed to the young employees. This would certainly make them to show their utmost dedication.
- Management should take all possible efforts to identify the potential of the employees and at the same time the employees may be corrected on the basis of humanitarian approach.

Conclusion

5.3 CONCLUSION

In the management arena, managing living things especially human beings is not an easy job like non-living things such as, materials and other physical resources. The survival of an organization highly depends on how far the needs and wants of the employees are fulfilled to their maximum extent. Because of heterogeneity in the mix of workforce, management of human being is really the key area.

Every organization has its own climate which is applicable even to an average workman, sometimes number of conflicts are raised between the management and employees and leads to various consequences like fall in productivity, groupism, economic loss, high rate of labour turnover, loss of precious asset etc. Hence almost all industrialists even in developed countries are recognizing their human resources by and large extent.

The study on the organizational culture with special reference to Sterling Bio-tech Limited has offered some thoughts on various measures that the management should examine to make Sterling Bio-tech Limited a perfect place for employment.

APPENDIX
QUESTIONNAIRE

**A STUDY ON THE ORGANIZATIONAL CULTURE WITH SPECIAL
REFERENCE TO STERLING BIO-TECH LIMITED, OOTY**

DEMOGRAPHIC FACTORS

Name _____

1. Age

20-30 years 31-40 years 41-50years
Above 50 years

2. Sex

Male Female

3. Marital status

Single Married widow

4. Income

Below Rs.10000 Rs.10001-15000 Rs. 15001-20000
Above Rs. 20000

5. Department

Finance Marketing HR

6. Experience

Up to 5 years 6years- 10 years 10 years & above

ORGANIZATIONAL FACTORS

7. The top management considers the human resource is an important resource than others.

Strongly Agree Agree

Neither agree nor Disagree Disagree

Strongly Disagree

8. The personnel policies in this organization facilities employee development

Strongly Agree Agree

Neither agree nor Disagree Disagree

Strongly Disagree

9. Senior officer/ executives in this organization take active interest in their juniors and help them to learn their job.

Strongly Agree Agree
Neither agree nor Disagree Disagree
Strongly Disagree

10. People in this organization are helpful to each other.

Strongly Agree Agree
Neither agree nor Disagree Disagree
Strongly Disagree

11. Seniors guide their juniors to prepare them for future responsibilities/ roles that they are likely to take up.

Strongly Agree Agree
Neither agree nor Disagree Disagree
Strongly Disagree

12. The tops management of this organization makes effort to identify and utilize the potential of the employees.

Strongly Agree Agree
Neither agree nor Disagree Disagree
Strongly Disagree

13. Performance appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism

Strongly Agree Agree
Neither agree nor Disagree Disagree
Strongly Disagree

14. Weakness of employees are communicated to them in non-threatening way.

Strongly Agree	<input type="checkbox"/>	Agree	<input type="checkbox"/>
Neither agree nor Disagree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>
Strongly Disagree	<input type="checkbox"/>		

15. When behaviour feedback is given to employees they take it seriously and use it for development.

Strongly Agree	<input type="checkbox"/>	Agree	<input type="checkbox"/>
Neither agree nor Disagree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>
Strongly Disagree	<input type="checkbox"/>		

16. Employees in this organization take pains to find out their strengths and weakness from their supervisory officers or colleagues.

Strongly Agree	<input type="checkbox"/>	Agree	<input type="checkbox"/>
Neither agree nor Disagree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>
Strongly Disagree	<input type="checkbox"/>		

17. When employees are sponsored for training, they take seriously and try to learn from the programmes they attend.

Strongly Agree	<input type="checkbox"/>	Agree	<input type="checkbox"/>
Neither agree nor Disagree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>
Strongly Disagree	<input type="checkbox"/>		

18. People trust each other in this organization.

Strongly Agree	<input type="checkbox"/>	Agree	<input type="checkbox"/>
Neither agree nor Disagree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>
Strongly Disagree	<input type="checkbox"/>		

19. Employees are not afraid to express to discuss their feeling with their supervisors.

- | | | | |
|----------------------------|--------------------------|----------|--------------------------|
| Strongly Agree | <input type="checkbox"/> | Agree | <input type="checkbox"/> |
| Neither agree nor Disagree | <input type="checkbox"/> | Disagree | <input type="checkbox"/> |
| Strongly Disagree | <input type="checkbox"/> | | |

20. Team sprit is of high order in this organization

- | | | | |
|----------------------------|--------------------------|----------|--------------------------|
| Strongly Agree | <input type="checkbox"/> | Agree | <input type="checkbox"/> |
| Neither agree nor Disagree | <input type="checkbox"/> | Disagree | <input type="checkbox"/> |
| Strongly Disagree | <input type="checkbox"/> | | |

21. When problem arise people discuss them openly and try to solve them rather then keep accusing each other behind their backs.

- | | | | |
|----------------------------|--------------------------|----------|--------------------------|
| Strongly Agree | <input type="checkbox"/> | Agree | <input type="checkbox"/> |
| Neither agree nor Disagree | <input type="checkbox"/> | Disagree | <input type="checkbox"/> |
| Strongly Disagree | <input type="checkbox"/> | | |

22. Career opportunities are pointed to juniors by senior officers in the organization.

- | | | | |
|----------------------------|--------------------------|----------|--------------------------|
| Strongly Agree | <input type="checkbox"/> | Agree | <input type="checkbox"/> |
| Neither agree nor Disagree | <input type="checkbox"/> | Disagree | <input type="checkbox"/> |
| Strongly Disagree | <input type="checkbox"/> | | |

23. The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for the future.

- | | | | |
|----------------------------|--------------------------|----------|--------------------------|
| Strongly Agree | <input type="checkbox"/> | Agree | <input type="checkbox"/> |
| Neither agree nor Disagree | <input type="checkbox"/> | Disagree | <input type="checkbox"/> |
| Strongly Disagree | <input type="checkbox"/> | | |

24. Job rotation in this organization facilitates employee development.

- | | | | |
|----------------------------|--------------------------|----------|--------------------------|
| Strongly Agree | <input type="checkbox"/> | Agree | <input type="checkbox"/> |
| Neither agree nor Disagree | <input type="checkbox"/> | Disagree | <input type="checkbox"/> |
| Strongly Disagree | <input type="checkbox"/> | | |

25. Give your valuable suggestions to improve the overall organizational climate to the organization.

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