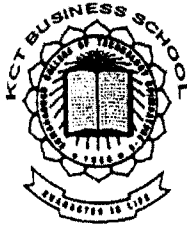


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**A STUDY ON EMPLOYEE ATTITUDE TOWARDS
ORGANIZATION WITH SPECIAL REFERENCE TO SPANCO
BPO SERVICES LTD, COIMBATORE.**

A SUMMER PROJECT REPORT (MBA703)

Submitted by

MADHUMITHA.C
Register No: 0920400022

Under the Guidance of

Prof. K.R.AYYASAMY

in partial fulfillment for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

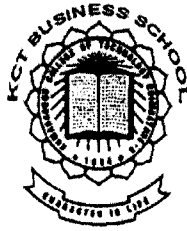
in

Department of Management Studies

KUMARAGURU COLLEGE OF TECHNOLOGY
(An Autonomous Institution Affiliated to Anna University of Technology, Coimbatore)

COIMBATORE – 641 049

October 2010



KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE -641 049

Department of Management Studies

A SUMMER PROJECT WORK (MBA703)
OCTOBER 2010

This is to certify that the project entitled

A STUDY ON EMPLOYEE ATTITUDE TOWARDS
ORGANIZATION WITH SPECIAL REFERENCE TO SPANCO
BPO SERVICES LTD, COIMBATORE.

is the bonafide record of project work done by

MADHUMITHA.C
Register No: 0920400022

of Master of Business Administration during the year 2010 – 2011

Project Guide

Head of the Department

Submitted for the Summer Project Viva-Voce examination held on 2. 11. 2010

Internal Examiner

External Examiner

CERTIFICATE

To Whomsoever it may concern

This is to certify that **Ms. C.Madhumitha** of Kumaraguru College of Technology (Coimbatore) Batch 2009-11(M.B.A- H.R) has successfully completed her Summer Internship from July 19 to August 21, 2010.

The project was undertaken by her in Human Resources Department titled **Employee Attitude towards Organization**.

The Project on evaluation fulfills all the stated criteria and the student's findings are her original work.

I hereby certify her work excellent to the best of my knowledge.

For Spanco BPO



22/08/10


Deepak Verma

General Manager

DECLARATION

DECLARATION

I affirm that the project work titled “A study on employee attitude towards organization with special reference to Spanco Bpo Services Ltd, coimbatore” being submitted in partial fulfillment for the award of Master of Business Administrations the original work carried out by me. It has not formed the part of any other project work submitted for award of any degree or diploma, either in this or any other University.



Madhumitha.C

0920400022

I certify that the declaration made above by the candidate is true



K.R.Ayyasamy,Professor.

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

I express my sincere gratitude to our beloved chairman **Arutchelvar Dr. N.Mahalingam** and **Management** for the prime guiding spirit of Kumaraguru College of Technology.

I wish to express deep sense of obligation to **K.R.Ayyasamy**, Professor, KCT Business School, for his intensive guidance throughout my project.

I am greatly indebted to thank **Mr.C.Ganeshmoorthy**, Project Co-ordinator / Class Advisor and all other faculty members of KCT Business School for their kind support.

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EXECUTIVE SUMMARY

ABSTRACT

“Attitude is a little thing that makes a big difference”

Attitude is an emotion that all people experience. Attitudes are generally positive or negative views of a person, place, thing, or event. Attitude of an individual plays an important role because positive attitude affects body vibrations in a positive manner and negative manner. Attitude tends to reflect objects and events to react them with some consistency. They are not directly measurable or observable but rather inferred from the responses a person makes.

The project titled “A study on employee attitude towards organization with special reference to the Spanco Bpo Services Ltd, Coimbatore” has been carried out to determine the various factors that are concerned towards the attitude of the employees. Knowing the attitude of an individual helps the organization to improve its work culture and identify the individual’s potential and it also helps the individual to know his attitude.

In this project the attitude of employees has been studied on the basis of working environment, basic facilities, interpersonal relationship, career development, job satisfaction, etc.

The analysis has been made mainly based on the primary data that is by the employees’ opinion survey method. The sample of 93 was taken for analysis. The analysis used for the study is percentage analysis and CHI-Square test.

CHAPTER – 1

INTRODUCTION

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

An **attitude** is a hypothetical construct that represents an individual's degree of like or dislike for an item. Attitudes are generally positive or negative views of a person, place, thing, or event-- this is often referred to as the attitude object. People can also be conflicted or ambivalent toward an object, meaning that they simultaneously possess both positive and negative attitudes toward the item in question.

Attitude: The importance of attitude in understanding psychological phenomenon was given formal recognition early in the history of social psychology. From the time of the concept's entry in to the language of psychology until now, interest in attitude has been strong and growing. However, over the years attitudes have been studied with differing emphasis and methods.

Concept of Attitude: It is necessary to be precise in defining attitudes, because the variety of published definitions and descriptions is almost endless. Like any other concept, attitude may also be defined in two ways, Conceptual and Operational. There is quite a difference in the conceptual definition of the term attitude, and divergent points of view regarding the concept of attitude have developed.

Features of Attitude:

- Attitudes affect behavior of an individual by putting him ready to respond favorably to things in his environment.
- Attitudes are acquired through learning over a period of time. The process of learning attitudes starts right from the childhood and continues throughout the life of a person.
- Attitudes are invisible as they constitute a psychologied phenomenon which cannot be observed directly. They can be observed by observing the behavior of an individual.
- Attitudes are pervasive and every individual has some kind of attitude towards the objects in his environment. In fact, attitudes are forced in the socialization process and may relate to anything in the environment.

Attitude, Opinion and Belief:

An opinion is generally the expression of one's judgment of a particular set of facts, an evaluation of the circumstances presented to him. "Thurstone" defines opinion as a response to a specifically limited stimulus, but the response is certainly influenced by the predisposition with which the individual is operating, that is, the attitude structure. A difference can also be made between attitude and belief. A belief is an enduring organization of perceptions and cognitions about some aspects of individual world. Thus, belief is a hypothesis concerning the nature of objects, more particularly, concerning one's judgments of the probability regarding the nature. In this sense, belief is the cognitive component of attitude which reflects the manner in which an object is perceived. The difference between attitude, opinion, and belief exists on conceptual basis. Most researchers believe that these three terms are so closely tied that it is difficult to separate them except on a limited conceptual basis. In the literature, often, there is a considerable amount of overlapping in these three terms. Most psychologists, however, believe that attitudes are more fundamental to human behavior than are the related aspects. For this reason, more attempts have been made to analyze attitudes as compared to others. Obviously attitudes are an important consideration because of their central position in the process of transforming work requirements into efforts. Attitudes alone do not influence behavior but these acts with other factors in the individual influencing behavior, such as personality, perception, motivation, etc. Further, attitudes are also affected by the individual dimension as well as the objects, persons, and ideas. Attitudes have been shown as serving four functions and there by influencing the behavior.

These are instrumental, ego defensive, value orientation and knowledge.

1. **Instrumental:** Attitudes serve as a means to reach a desired goal or to avoid an undesired one. Instrumental attitudes are aroused by the activation of a need or cues that are associated with the attitude object and arouse favorable or unfavorable feelings.
2. **Ego-Defensive:** The ego-defensive functions of attitude acknowledge the importance of psychological thought. Attitudes may be acquired by facing threats in the external world or becoming aware of his own unacceptable impulses.
3. **Value Orientation:** The value-orientation function takes into account attitudes that are held because they express a person's self-image, or by cues that engage the person's values and make them salient to him.

4. **Knowledge:** The knowledge function of attitude is based on a person's need to maintain a stable, organized and meaningful structure of the world.

5. Attitude that provides a standard against which a person evaluates the aspects of his world and serve as the knowledge function too. These functions of attitudes affect the individual's way of interpreting the information coming to him. Since attitudes intervene between work requirements and work responses, information about how people feel about their jobs can be quite useful in the predication about work response. Thus, these types of attitudes can portray areas of investigation for making the individual and the organization more compatible.

Factors in Attitude Formation: The attitudes are learned. Though there are different approaches as how learning works and is acquired by an individual, generally it is held that individuals learn things from the environment in which they interact. Thus, for attitude formation, all these factors must be taken in to account from which people learn. Such factors may be analyzed in terms of groups starting from the family as a group, an individual moves in a close group, then to longer groups, and finally to the society as a whole. A part from these groups, the individual's psychology which makes up particularly his personality, is also responsible for behavior and attitudes.

Methods of Attitude Change: There are various methods through which a positive change in attitudes may be brought. In the social context, Cohen has suggested four methods for attitude change. They are

- Communication of additional information.
- Approval and disapproval of a particular attitude.
- Group influence, and
- Inducing engagement in discrepant behavior.

In some or the other, all these methods involve introducing discrepancies among the elements making up the individual's attitudes in the hope that the elements will be rebalanced through the effective component of the attitudes. From the organization point of view, a Manager can take following actions in brining change in attitudes of its organizational members.

- Group action
- Persuasion through leadership
- Persuasion through communication and

- Influence of total situation.

These actions involve the analysis of different variables affecting a particular action.

Values and Attitudes:

Some researchers see values as consisting of large sets of related attitudes. For example, “Fishbein” and “Ajzen” have included two components in attitudes-informational, emotional. Thus, they have taken values as a part of attitudes. However, some differences exist between values and attitudes. Attitudes are specific and related to distinct objects; people, or ideas. Values are more general than attitudes, values often contain statement of goodness or badness associated with the attitudes which people hold. Values are, then, beliefs about which attitudes we should have or how we should behave.

Types of Attitudes:

A person can have thousands of attitudes, but Organizational Behaviour focuses our attention on a very limited number of work-related attitudes. These work-related attitudes tap positive or negative evaluations that employees hold about aspects of their work environment. Most of the research in OB has been concerned with three attitudes: job satisfaction, job involvement, and organizational commitment.

Job Satisfaction:

The term job satisfaction to an individual’s general attitude towards his or her job. A person with a high level of job satisfaction holds positive attitudes about their job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. When people speak of employee attitudes, more often mean job satisfaction.

Job Involvement:

The term job involvement is a more recent addition to the OB literature while there isn’t complete agreement over what the term means. A workable definition states that job involvement measures the degree to which a person identifies him with his or her job and considers his or her perceived performance level important to self worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do.

Organizational Commitment:

The third job attitude is organizational commitment, which is defined as a state in which an employee identifies with a particular organization and its goals, and wishes to maintain

membership in the organization. So, high job involvement means identifying with one's specific job, while high organizational commitment means identifying with one's employing organization.

Moderating Variables:

The most powerful moderates have been found to be the importance of the attitude; specially, its accessibility, whether there exist social pressures, and whether a person has direct experience with the attitude. Important attitudes are one's that reflect fundamental values, self-interest, or identification with individuals or groups that a person values. Attitude that individuals consider important tend to show a strong relationship to behaviour.

Attitude Survey:

The preceding review indicates that knowledge of employee attitudes can be helpful to managers in attempting to predict employee behaviour. But, how does management get information about employee attitudes. The most popular methods are through the use of attitude surveys.

Attitude and Workforce Diversity:

Managers are increasingly concerned with changing employee attitude to reflect shifting perspectives on racial, gender, and other diversity issues. A comment to a co-worker of the opposite sex, which 20 years ago might have been taken as a complaint, can today become a career-limiting episode. The majority of large U.S. employees and a substantial proportion of medium sized and smaller ones sponsor some sort of diversity training. Some examples are, Police Officers in Escondido, California, receive 36 hours of diversity training for their 12,000 employees. The Federal Aviations Administration sponsors a mandatory 8 hours diversity seminar for employees of its western pacific region.

Job Satisfaction:

Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Though, there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about

his job. “Dubrins” has defined job satisfaction in terms of pleasure and contentment when he says that.

Determinants of Job Satisfaction:

While analyzing various determinants of job satisfaction, we have to keep in mind that all individuals do not receive the same degree of satisfaction though they perform the same job in the same job environment and at the same time. Therefore, it appears that besides the nature of job and job environment, there are individual variables which affect job satisfaction. Thus all those factors which provide a fit among individual variables, nature of job and situational variables determine the degree of job satisfaction. Let us see what these factors are,

Individual Factors:

Individuals have certain expectation from their jobs. If their expectations are met from the jobs, they feel satisfied. These expectations are based on an individual’s level of education, age, and other factors.

- 1. Level of Education:** Level of education of an individual is a factor which determines the degree of job satisfaction. For example, several studies have found the negative correlation between the level of education, particularly higher level of education and job satisfaction.
- 2. Age:** Individuals experience different degrees of job satisfaction at different stages of their life. Job satisfaction is high at the initial stage, get gradually reduced, starts rising up to certain stage and finally dips to a low degree.
- 3. Other factors:** Besides the above two factors, there are other individual factors which affect job satisfaction. If an individual does not have favorable social and family life, he may not feel happy at the work place. Similarly, other personal problems associated with him may affect his level of job satisfaction.

1.2 REVIEW OF LITERATURE

Ms. B. Nagalakshmi, 2006, had done a project on “**Employee Attitude towards the Organization in “Lakshmi Machine Works Limited”** and she suggested that Management/HR department may be changing the procedures or approaches to improve the employees’ positive attitude towards them by participation from them. Attitudes change from person to person. In an organization, the functions and procedures followed by the management/ HR department should accepted and negative attitudes if any may be identified at an earlier stage. Relationship of the employees with the HR Department may be enhanced to reduce negative attitude among the employees in general which will lead to prosperity of the company through profits and that of the employees through enhanced quality of work life.

Lise M. Saari and Timothy A. Judge, Employee attitudes and job satisfaction

This article identifies three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices. Future research will likely focus on greater understanding of personal characteristics, such as emotion, in defining job satisfaction and how employee attitudes influence organizational performance © 2004 Wiley Periodicals, Inc

Ganguli (1964) has argued that the factors that determine performance of the workers in an industrial job can be classified under three heads.

1. Personal factors
2. Work factors
3. Environmental (physical and social) factors

Personal Factors refer to skills of workers and the degree of motivation that determine the extent to which he will apply his skill to the job. Work factor refers to tools and equipment, method of work and materials used. Examples of environmental factors are (a) physical lighting, ventilation, etc. (b) social and psychological nature of leadership (supervisory and managerial), social climate in the shop, nature of the group formation amongst members, etc and (c) Nature of organizational controls, communication patterns, etc.

According to **Hark Mantel(1971)**, the nature of the relationship between job characteristics and employee reactions to their work(including satisfaction, performance, and absenteeism) will depend upon the need status of the employees.

Naimatullah Shah, Zahir Irani, Brunel, Examining Employee Attitudes and Behaviors towards Organizational Change Using Supervisor and Peer Relations

The study focuses on employee workplace and demographic predictors to know the employee attitudes and behaviors regarding organizational change. Five hundred fifty six surveys out of one thousand were returned from full time academics working in public sector universities of Pakistan. The findings indicate significant relationships between readiness for change and workplace and demographic factors. First time supervisor and peer relations predictor has been examined to readiness for change. Results indicate positive and significant relationships between readiness for change and supervisor and peer relations. However, from demographic characteristics only two i.e. number of dependents and younger employees have positive and significant relationships to readiness for change. This study contribute in the literature on change management particularly for developing countries i.e. Pakistan and assist the management and practitioners of human resources management (HRM), organizational development (OD) and change agents in assessing, designing and evaluating new or existing programs for organizational change.

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

1.3 COMPANY PROFILE

Spanco BPO offers world-class end-to-end business process outsourcing services that can help companies achieve improved business performance. They bring together state-of-the-art infrastructure, advanced technology, best people, and process excellence, to deliver services that create a real value impact on their clients business.

Their service portfolio includes inbound and outbound call management and back office operations support. By customizing their services to best suit our clients' business requirements; they help clients achieve maximized process productivity and profitability. Spanco BPO is committed towards maximizing the value creation for its clients. To achieve this, they are constantly identifying solutions and strategies that can help us extemporize on our service deliverance towards its clients.

Headquartered in Mumbai, India, Spanco BPO is the domestic BPO business of Spanco BPO Ventures Ltd.

Group Overview

Spanco BPO Services Ltd. is the domestic BPO arm of Spanco BPO Ventures Ltd., the holding company for worldwide Contact Centre/BPO related activities of Spanco Group of Companies. Spanco Telesystems and Solutions Ltd. (STSL) is the flagship company in the Group.

Spanco Telesystems and Solutions Ltd. is one of the leading Telecom Systems Integration and IT services company, headquartered in Mumbai, India. From providing telecom integration services, Spanco has extended its expertise into the dynamic space of Business Process Outsourcing and RFID.

Spanco BPO Ventures Ltd. Business Portfolio

Spanco BPO Ventures Ltd. (SBVL), which is a 100% subsidiary of STSL, has the following BPO operations in various parts of the world:

Spanco BPO Services Ltd.

Spanco BPO provides world-class end-to-end business outsourcing services to the Indian market. With headquarters in Mumbai, it provides consummate BPO services across diverse industry verticals. The company provides BPO services for inbound, outbound, and back office operations.

Spanco Respondez BPO Pvt Ltd.

Spanco Respondez BPO Pvt Ltd., a wholly owned subsidiary of SBVL, is the global contact centre and international business process outsourcing company. With global delivery capabilities in United States of America, United Kingdom, and India, Respondez delivers world-class BPO services primarily in the Mortgage/Debt Collections space.

Bharat BPO Services Ltd.

Bharat BPO provides services to Indian Railways by Integrated Train Enquiry System (ITES) consisting of Interactive Voice Response System (IVRS), Automatic Speech Recognition (ASR) and Zonal/Regional Call Centers (RCC).

Bharat BPO has four zonal and four regional call centers across India to provide all the information related to passenger travel on exclusive basis under stringent quality parameters. Indian Railways, being the backbone of Indian economy, is the largest rail network in Asia and the world's second largest under a one management. It runs more than 11000 trains every day carrying more than 17 million passengers daily and 7 million of these are long distance passengers

Railways intend to provide all information pertaining to Train Arrival Departure, PNR Status, services relating to Ticket, Hotel & Taxi Booking, Holiday Package sales etc. through this Call Center.

Spanco Golden Key Solutions LLC

Spanco GKS, a 51:49 Joint Venture between Spanco and Golden Key Solutions in Oman provides contact center & BPO services, telecom system integration and IT services in the Middle East and Africa. Spanco GKS LLC operates through its associate company Spanco Golden Key Solutions WLL in Qatar. It is one of the largest BPO companies in Qatar.

Vision:

To attain a position of leadership in providing innovative business solutions, leading to enhanced business competence for clients, through a team of highly proficient and motivated professionals for overall profitability of the company and the satisfaction of our shareholders.

Values:**Honesty:**

With its partners, customers and employees

Integrity:

Following the highest ethical standards

Following all legal compliances

Excellence:

Doing each job right and continuously improving the way we work.

Developing the right skills

Pursuing and leveraging new technologies

Trust

Meeting commitments to all customers

Reliability in the performance and business practices

Manpower

Incorporating world-class HR practices enables us to attract, train, and retain among the best talent in the industry. The unparalleled knowledge and expertise of our highly skilled and trained workforce is the bedrock for delivering superior service quality to its clients.

At Spanco BPO, they believe our people drive our success. It recruits from a diverse talent pool and facilitate enhanced knowledge sharing and skills development for our employees. They attract and retain the best talent in the industry by our innovative recruitment techniques, best-in-class training and development support, dynamic work culture and immense career growth opportunities. Spanco BPO domain experts ensure efficient diffusion of functional expertise and competency enhancements across all levels in our organization. This enables us to deliver highly effective domain specific solutions that best meet our clients' business goals.

They unrivalled training and development support provides our workforce with the resources to excel professionally and personally. By incorporating clients' process requirements as standards for our training processes; we deliver optimal services to our clients. In addition, our domain experts constantly monitor the quality and effectiveness of our training and certification programmes, thereby ensuring ongoing improvements.

Their dynamic and talented workforce complemented by a client-centric work culture is a key factor that enables us to deliver seamless service quality to our clients. To be able to achieve constant world-class service delivery for our clients, we will continue to improve on our HR practices. This will help us achieve ongoing advancement of our workforce efficiency and productivity, thereby optimizing our service capabilities.

Quality Process

The Spanco BPO Quality program is a disciplined methodology for defining, measuring, analysing, improving, and controlling the quality of our processes and services. The team focuses on enhancing SLA metrics, productivity, and quality through call monitoring and data analysis. The ultimate goal of the Process Excellence Department is to meet the specific requirements while virtually eliminating defects.

The Spanco BPO Process Excellence Department ensures that:

- Key customer SLA's are met – It maintains the quality management systems
- Continuous improvement of the processes – Tools and Systems
- Variations are tracked and controlled on a regular basis – Appropriate checks and follow ups are done to ensure efficiency

Spanco BPO focus on quality results in:

- Excellent and Reliable Service Delivery
- Streamlined Operations that Ensure Customer Satisfaction
- Efficient Business Processes
- Training and Development of the Team

The Quality life Cycle includes broadly:

- Call Evaluations –Live calls and screen barge-ins
- Digital recording and monitoring of the calls – Record reference and training purposes.
- Feedback sessions- Coaching and mentoring
- Periodic Audits

We believe in delivering numbers with Quality and focus to enhance Customer services to our customers. We continuously work to enhance current quality practices and share the learning with our customers to create new benchmarks.

Information Security

All SpancoBPO centers comply with BS7799 / ISO 27001 standards. SpancoBPO is working towards being an ISO 27001-certified company through its robust ISMS (Information Security Management System). Our ISMS team manages sensitive and vital corporate, customer information reporting to board ensuring confidentiality, integrity and availability.

Business Continuity Planning:

The business continuity planning strategy includes Ready availability of resources and services essential for maintaining business continuity for client operations complying with ISO 27001 frameworks ensures our commitment to quality in service delivery. Our BCP process defines recovery for loss of essential/support services, equipment/link failure and manpower unavailability.

Spanco BPO has a flexible three-tier Business Continuity Planning (BCP) architecture which provides the ability to scale and customize plans as required. All delivery centers can have BCPs tailored to their individual risk assessments. The center BCP can handle all risks except those that may lead to major link failures. Enterprise BCP is meant for effectively handling major failure situations. This plan provides for sufficient bandwidth on all links to route traffic automatically to other locations in case of a multiple link failure.

Customers

Spanco BPO is committed to adding value to its clients business by offering them world-class BPO services that are consistent with their business goals. Working in collaboration with our clients, we offer customized services that best meet their business interests. Today, we are helping leading organizations optimize their business performance. By leveraging on our technological excellence, process excellence, best in class talent and extensive industry know-how, we help our clients compete more efficiently and effectively. Our Clients are spread across diverse industry verticals such as Banking, Finance, Insurance, and Retail to name a few.

Customer Service

In today's competitive marketplace, companies cannot be complacent with offering services that produce only satisfied customers. Your competition, with improved customer service, can easily take away your satisfied customers. To ensure you do not lose your

customers to your competition, you need solutions that can help you deliver customer service that not just satisfies but creates a delightful experience for your customers. Spanco BPO leading edge customer service support ensures optimal customer service experience for your customers. By bringing together best of breed processes, advanced technological expertise and best people, we ensure world class customer service for your customers while simultaneously reducing the associated. We offer following customer care services over multiple interaction mediums including voice, email, and chat, to enhance your customer experience

Enquiry Handling

Complaints resolutions

Billing queries/product or service related queries

Welcome calls/ notifications

Technical helpdesk

By leveraging on our proven expertise in delivering world-class customer service support our clients achieve:

Cost reductions with reduced Average Customer Care Handling Time

Revenue maximization with enhanced customer satisfaction

Outshine competition by offering best in industry customer support

To achieve high business performance for our clients, we offer customized customer care services, designed to achieve their specific business goals. Our customer care executives are highly trained to ensure seamless service deliverance to your end customers, thereby building and strengthening your customer relationship.

Services Differentiators

Your business performance becomes our passion, once we collaborate with you to optimize your process delivery. We enable companies attain competitive advantage by assuring competent and ongoing process optimization, thereby delivering results that exceed their customers' expectations. The key competencies that differentiate Spanco BPO from other service providers, enabling us to achieve, time and time again, seamless service delivery for our clients are:

Client Partnering Approach

At Spanco BPO, we partner with our clients to deliver world-class BPO services that are customized to best meet their specific business requirements. Our partnering approach with our clients is the cornerstone for delivering seamless services that optimize our clients' process performance.

Domain Expertise

We bring to the BPO industry extensive domain expertise across diverse industry verticals and sub-functions. Leveraging on the knowledge bank of our domain experts, we continuously identify solutions and strategies that can help organizations outclass their competition.

Process Excellence

Process excellence is of paramount importance to the operational excellence journey at Spanco BPO. Spanco BPO follows the integrated approach of ISO 9000, ISO 27001, COPC and Six-Sigma for continuous process improvements. Our commitment to quality standards have made our clients rely on our competency in providing value-added services best suited to support, improve and enhance their business processes .

Technological Expertise

Spanco BPO achieves world-class process performance for its clients by leveraging its leading edge technological expertise. Our highly advanced and secure technology enables our clients to achieve optimum process productivity and continual process improvements.

Best Talent

To ensure superior business results for our clients, we continuously invest in strengthening and growing our employee talent pool. We have first-rate HR practices to attract, train and retain a highly efficient and skilled workforce. By leveraging on in-depth domain expertise of the best people, we bring to our clients processes unrivaled performance deliverance and productivity enhancements.

1.4 OBJECTIVES OF THE STUDY:

PRIMARY OBJECTIVE:

To study the attitude of employees towards the organization.

SECONDARY OBJECTIVES:

- To study the various factors which leads to positive and negative attitude of the employees.
- To study the level of satisfaction towards the welfare facilities and organizational climate.
- To suggest measures to improve the attitude of the employees towards the organization.

1.5 SCOPE OF THE STUDY:

This study brings out the individual attitude in the organization. It is anticipated that information received from the study will be of great help for the organization thereby bringing an excellence in their action.

The result of the study will also provide the view and thought of the individual

The study covers the following areas

- Job satisfaction
- Performance appraisal
- Career development
- Opportunities for growth

1.6 LIMITATIONS:

- The study is limited to day shift employees
- The conclusion derived does not have universal applicability as this study was undertaken only within Spanco BPO Services limited, Coimbatore.
- The finding of the study is confined to each and every individual. So it cannot be generalized.

CHAPTER – 2
RESEARCH METHODOLOGY

2. RESEARCH METHODOLOGY

2.1 Type of Study:

The study adheres to descriptive research design to gain valuable insight on the attitude of the employees towards the organization.

2.2 Sampling design:

The Sample size taken is 93.

The sampling design that was adopted for the study is Stratified random sampling.

2.3 Collection of Data

Primary data:

The primary data is collected by questionnaire method.

Secondary data:

The secondary data was collected from the websites and company manual & the past year company records related to performance.

2.4 Statistical tools

The tools of analysis used in this study are as follows:

- 1. Percentage Analysis.**
- 2. Chi square tests.**

CHAPTER – 3

DATA ANALYSIS & INTERPRETATION

3.DATA ANALYSIS AND INTREPRETATION

Table 3.1 Gender of the respondents

This table shows the distribution of respondents on the basis of gender.

	Gender	No. Of respondents	Percentage
	Male	60	64.5
	Female	33	35.5
	Total	93	100.0

Inference:

From the above table, it is found that 64.5 % of the respondents are male and 35.5% of the respondents are female.

Chart 3.1 Gender of the respondents

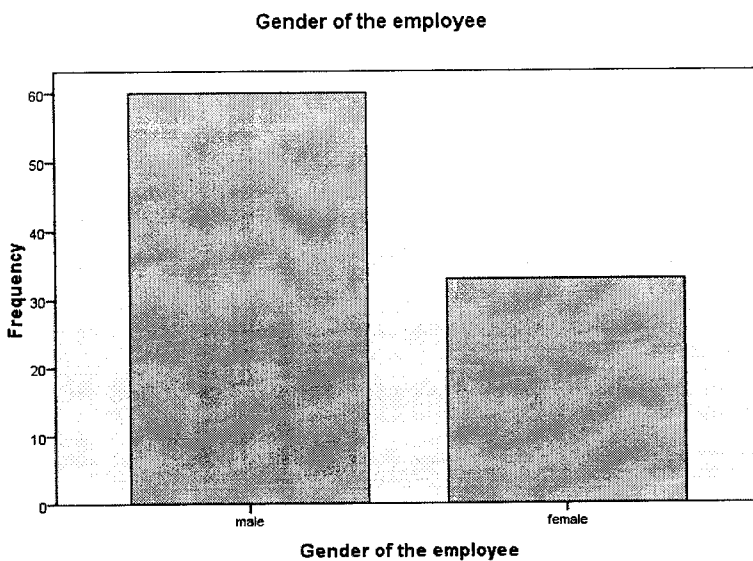


Table 3.2 Age of the respondents

This table shows the distribution of respondents on the basis of their age.

Age	No. Of respondents	Percentage
18-26 years	87	93.5
26-35 years	6	6.5
Total	93	100.0

Inference:

From the above table, it is found that 93.5 % of the respondents belong to the age group of 18-26 years and 6.5 % of the respondents belong to the age group of 26-35 years.

Majority of the respondents belong to the age group of 18-26 years.

Chart 3.2 Age of the employee

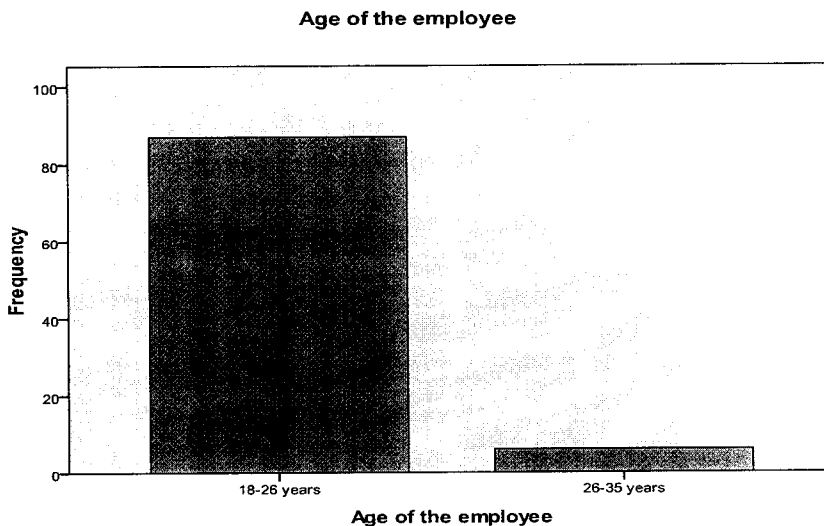


Table 3.3: Marital status of the respondents

This table shows the distribution of respondents on the basis of their marital status.

Marital status	No. Of respondents	Percentage
Single	89	95.7
married	4	4.3
Total	93	100.0

Inference:

From the table, it is known that 95.7 % of the respondents are not married and 4.3 % of the respondents are married.

Majority of the respondents in the organization are not married.

Chart 3.3 Marital status of the respondents

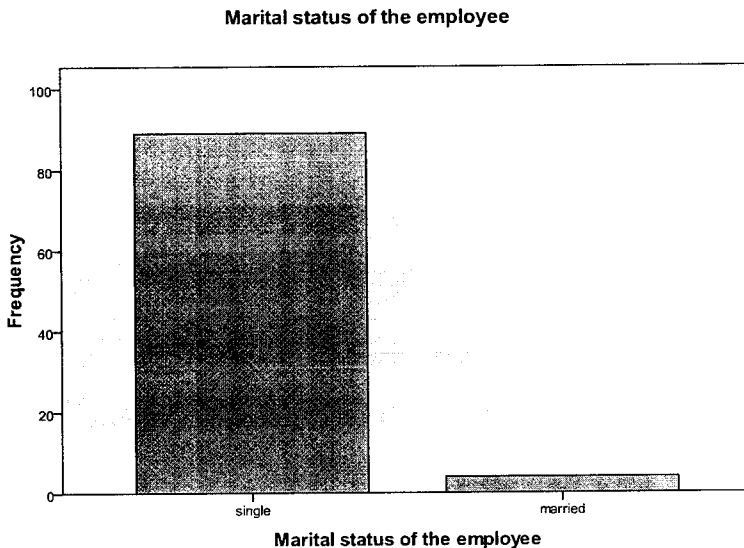


Table 3.4 Educational Qualification of the respondents

This table shows the distribution of respondents on the basis of the educational qualification.

Qualification	No. Of respondents	Percentage
Sslc	3	3.2
Hsc	5	5.4
Diploma	18	19.4
Ug	59	63.4
Pg	8	8.6
Total	93	100.0

Inference:

From the table, it is known 9% of the respondents have qualification up to school level, 63.4 % of the respondents are under graduates, 19.4 % of the respondents are diploma and 8.6 % of the respondents are post graduates.

Chart 3.4 Educational Qualification of the respondents

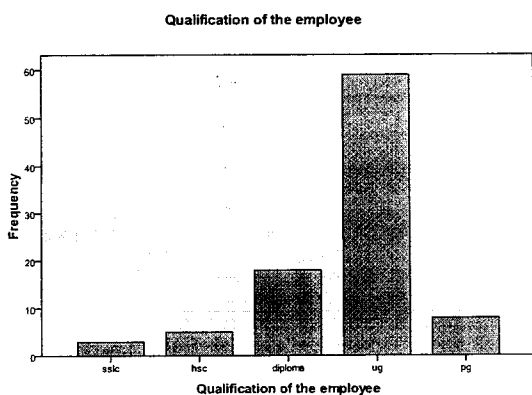


Table 3.5 Salary of the respondents

This table shows the distribution of respondents on the basis of the salary of the respondents.

Salary	No. Of respondents	Percentage
4000-6000	79	84.9
6000-8000	3	3.2
8000-10000	4	4.3
Above 10000	7	7.5
Total	93	100.0

Inference:

From the table, it is known that 84.9 % of the respondents are drawn their salary Rs.4000 to Rs.6000, 3.2% of the respondents are drawn their salary Rs.6000 to Rs.8000, 4.3% of the respondents are drawn their salary 8000-10000 and 7.5 % of the respondents are drawn their salary above 10000.

Chart 3.5 Salary of the respondents

Salary of the employee



Table 3.6: Designation of the respondents

This table shows the distribution of respondents on the basis of the salary of the respondents.

	Designation	No. Of respondents	Percentage
	customer service Associate	79	84.9
	Quality Analyst	4	4.3
	Assistant team leader	3	3.2
	Team leader	5	5.4
	Trainer	2	2.2
	Total	93	100.0

Inference:

From the table, it is known that 84.9% of the respondents belong to the designation of customer service associate, 5.4% of the respondents are team leader, 4.3 % of the respondents are quality analyst, 3.2% of the respondents are assistant team leader and 2.2 % of the respondents are trainer.

Chart 3.6 Educational Qualification of the respondents

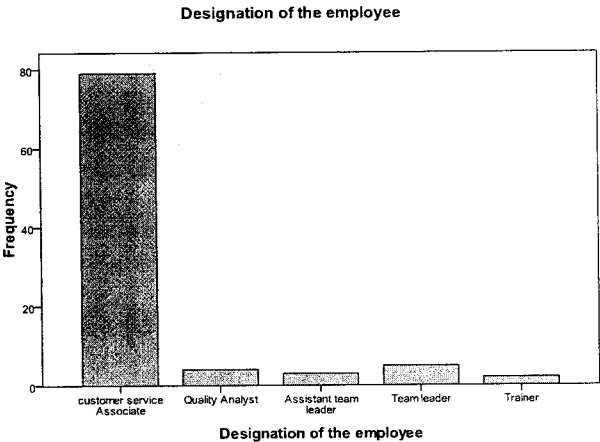


Table 3.7 Acceptability of the business mission

This table shows the acceptability of the business mission by the employees.

	Business mission	No. Of respondents	Percentage
	Highly satisfied	55	59.1
	Somewhat satisfied	34	36.6
	Neither satisfied nor dissatisfied	4	4.3
	Total	93	100.0

Inference:

From the above table, it is found that 59.1 % of the respondents are highly satisfied with business mission, 36.6% of the respondents are somewhat satisfied and 4.3% of the respondents are neither satisfied nor dissatisfied.

Chart 3.7 Acceptability of the business mission

acceptability of the business mission

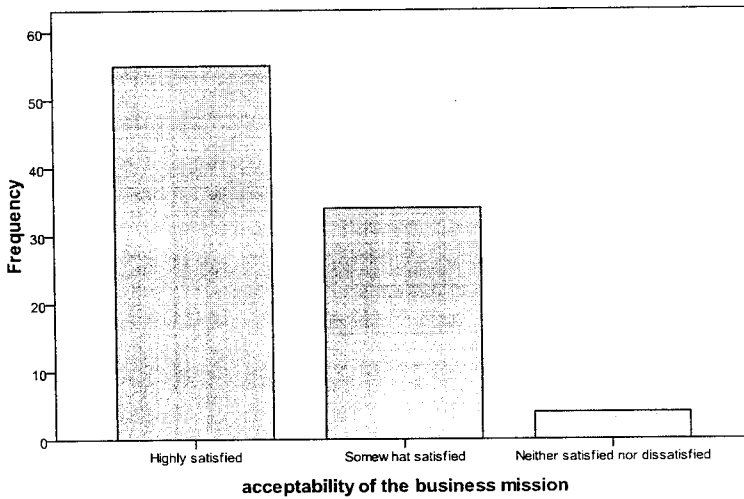


Table 3.8 Happy with the physical working environment

This table shows the satisfaction of the employee towards the physical working environment of the organization.

	working environment	No. Of respondents	Percentage
	Highly satisfied	60	64.5
	Somewhat satisfied	28	30.1
	Neither satisfied nor dissatisfied	4	4.3
	somewhat Dissatisfied	1	1.1
	Total	93	100.0

Inference:

From the table, it is known that 64.5 % of the respondents are highly satisfied with the physical working environment, 30.1 % of the respondents are somewhat satisfied, 4.3% of the respondents are neither satisfied nor dissatisfied and 1.1 % of the respondents are somewhat

satisfied.

Chart 3.7 Acceptability of the business mission

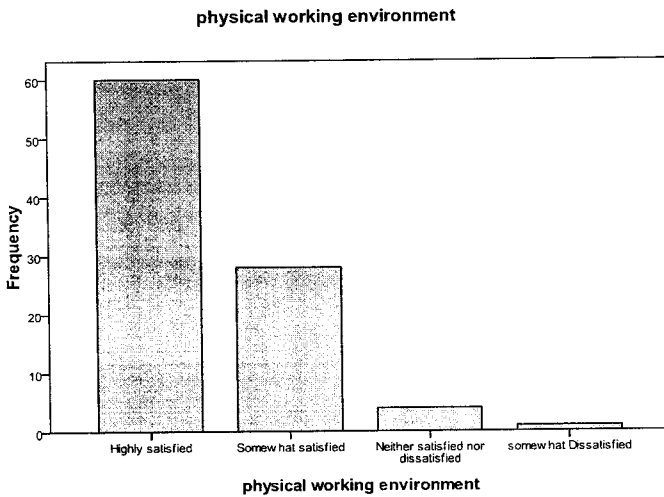


Table 3.9 Communication with the supervisor

Communication with the supervisor	No. Of respondents	Percentage
Highly satisfied	63	67.7
Somewhat satisfied	23	24.7
Neither satisfied nor dissatisfied	6	6.5
Highly Dissatisfied	1	1.1
Total	93	100.0

Inference:

From the above table, it is found that 67.7 % of the respondents are highly satisfied with their communication with supervisor, 24.7 % of the respondents are somewhat satisfied, 6.5 % of the respondents are neither satisfied nor dissatisfied and 1.1 % of the respondents are highly dissatisfied.

Chart 3.9 Communication with the supervisor

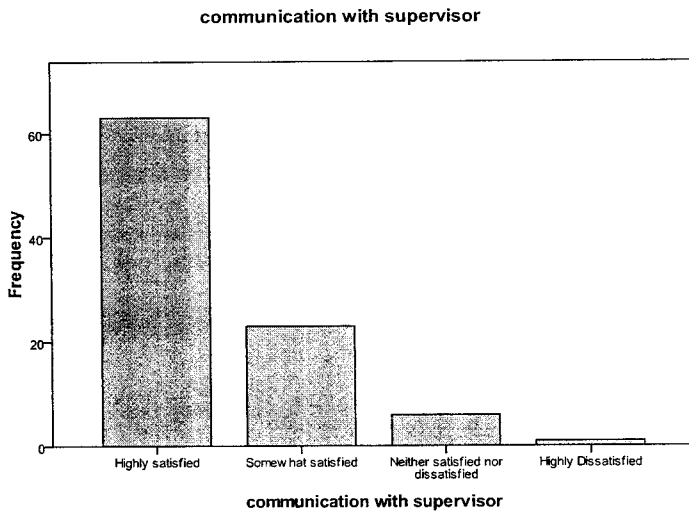


Table 3.10 Relationship with the managers

Relationship with the managers	No. Of respondents	Percentage
Highly satisfied	54	58.1
Somewhat satisfied	35	37.6
Neither satisfied nor dissatisfied	3	3.2
Highly Dissatisfied	1	1.1
Total	93	100.0

Inference:

From the table, it is known that 58.1 of the respondents are highly satisfied with their relationship with the managers, 37.6 % of the respondents are somewhat satisfied, 3.2 % of the

respondents are neither satisfied nor dissatisfied and 1.1 % of the respondents are highly dissatisfied.

Chart 3.10 Relationship with the managers

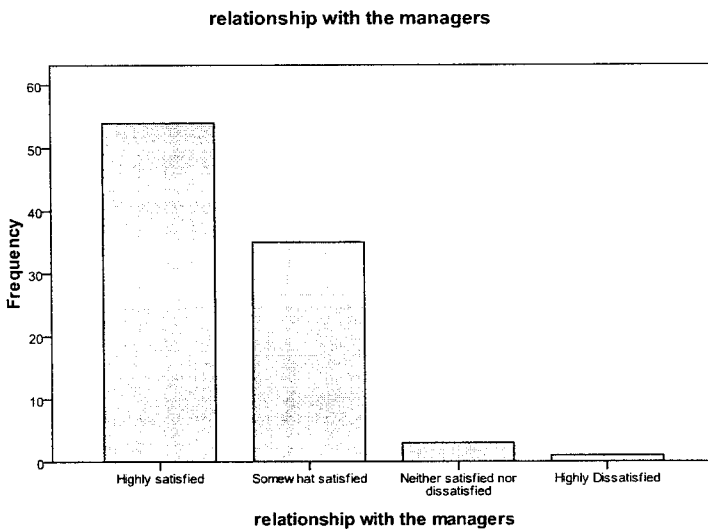


Table 3.11 Leave for absence

Leave for absence	No. Of respondents	Percentage
Highly satisfied	46	49.5
Somewhat satisfied	29	31.2
Neither satisfied nor dissatisfied	13	14.0
somewhat Dissatisfied	1	1.1
Highly Dissatisfied	4	4.3
Total	93	100.0

Inference:

From the table, it is found that 49.5 % of the respondents are highly satisfied with the leave for absence, 31.2% of the respondents are somewhat satisfied, 14 % of the respondents are

neither satisfied nor dissatisfied, 1.1% of the respondents are somewhat dissatisfied and 4.3 % of the respondents are highly dissatisfied.

Chart 3.11 Leave for absence

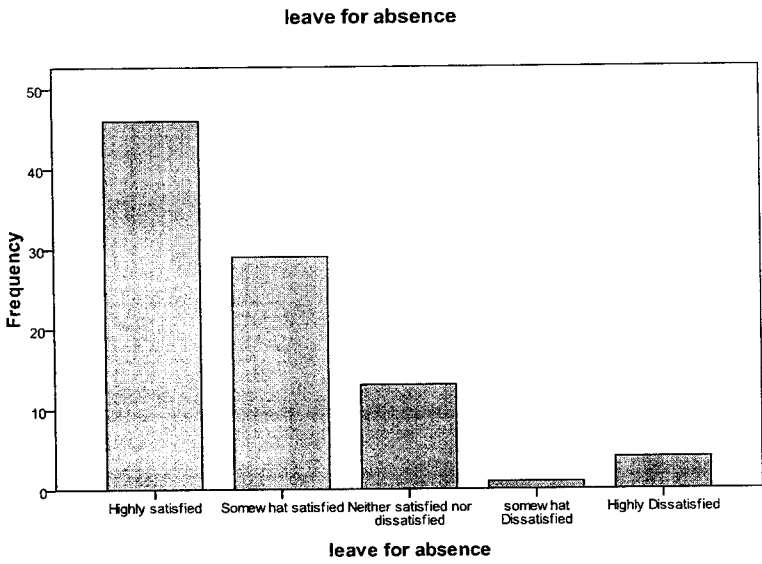


Table 3.12 Basic facilities in the organization

Basic facilities	No. Of respondents	Percentage
Highly satisfied	42	45.2
Somewhat satisfied	44	47.3
Neither satisfied nor dissatisfied	6	6.5
somewhat Dissatisfied	1	1.1
Total	93	100.0

Inference:

From the table, it is known that 45.2% of the respondents are highly satisfied with the basic facilities provided by the company, 47.3% of the respondents are somewhat satisfied, 6.5 % of

the respondents are neither satisfied nor dissatisfied, 1.1% of the respondents are somewhat dissatisfied.

Chart 3.12 Basic facilities in the organization

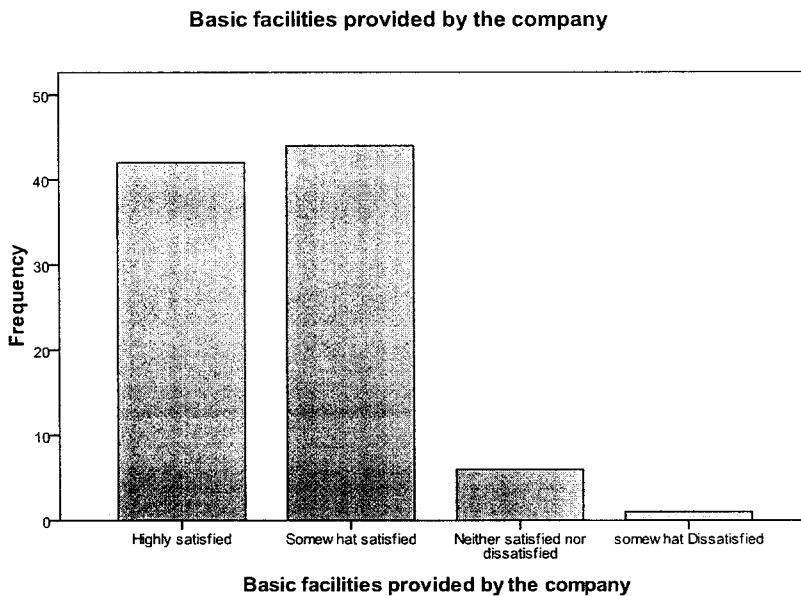


Table 3.13 Present job in the organization

Satisfied with present job	No. Of respondents	Percentage
Highly satisfied	56	60.2
Somewhat satisfied	27	29.0
Neither satisfied nor dissatisfied	7	7.5
somewhat Dissatisfied	3	3.2
Total	93	100.0

Inference:

From the above table, it is known that 60.2% of the respondents are highly satisfied with the present job, 29% of the respondents are somewhat satisfied, 7.5% of the respondents are neither satisfied nor dissatisfied and 3.2% of the respondents are somewhat satisfied.

Chart 3.13 Present job in the organization

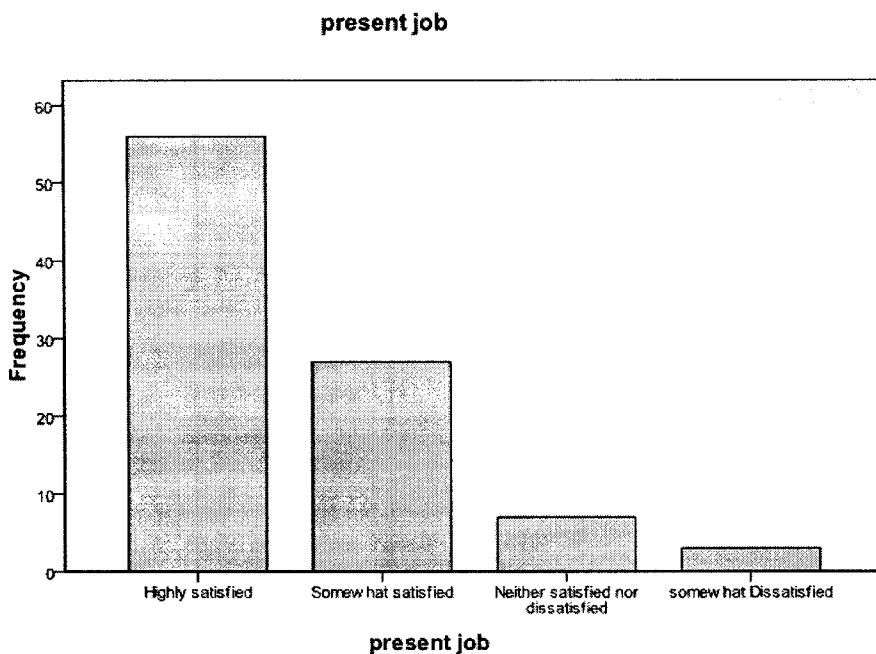


Table 3.14 Workload in the job

Workload	No. of respondents	Percentage
Highly satisfied	50	53.8
Somewhat satisfied	31	33.3
Neither satisfied nor dissatisfied	10	10.8
somewhat Dissatisfied	2	2.2
Total	93	100.0

Inference:

From the table, it is known that 53.8% of the respondents are highly satisfied with the workload given by the company, 33.8% of the respondents are somewhat satisfied, 10.8% of the respondents are neither satisfied nor dissatisfied and 2.2 % of the respondents are somewhat satisfied.

Chart 3.14 Workload in the job

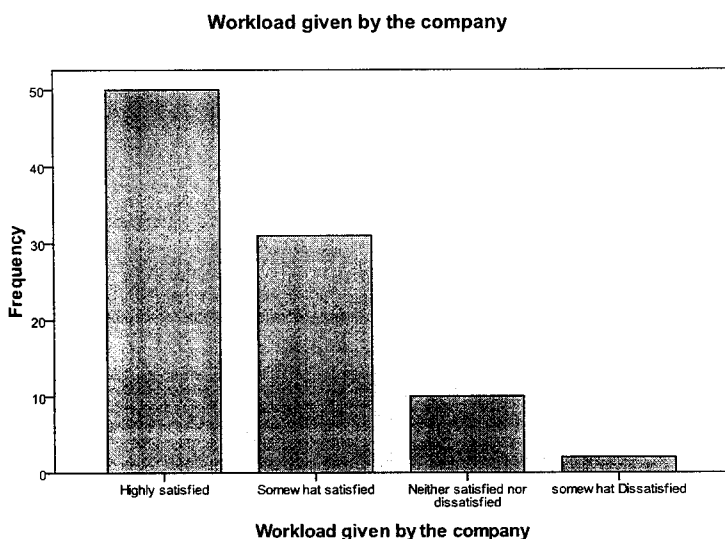


Table 3.15 Opportunity for career promotion

Opportunity for career promotion	No. Of respondents	Percentage
Highly satisfied	64	68.8
Somewhat satisfied	25	26.9
Neither satisfied nor dissatisfied	4	4.3
Total	93	100.0

Inference:

From the table, it is known that 68.8% of the respondents are highly satisfied with the opportunity for career promotion in the company, 26.9 % of the respondents are somewhat satisfied and 4.3% of the respondents are neither satisfied nor dissatisfied.

Chart 3.15 Opportunity for career promotion

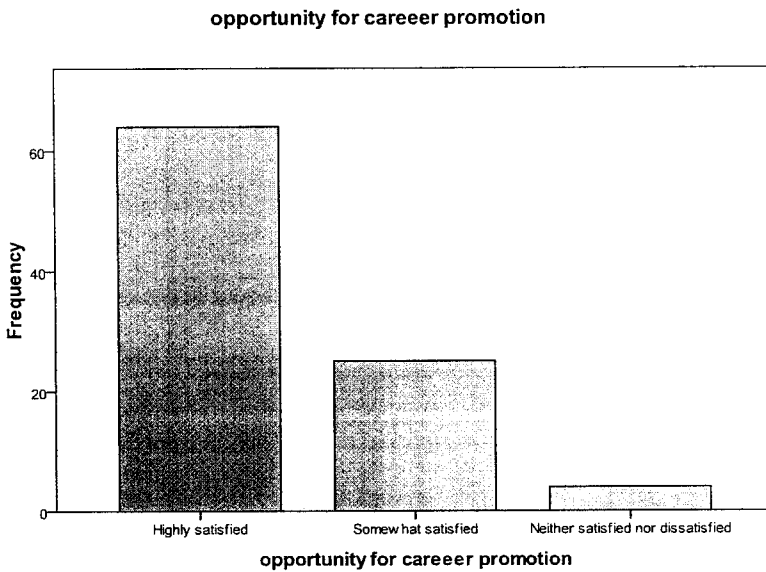


Table 3.16 Training provided by the company

Training	No. of respondents	Percentage
Highly satisfied	66	71.0
Somewhat satisfied	23	24.7
Neither satisfied nor dissatisfied	1	1.1
Highly Dissatisfied	3	3.2
Total	93	100.0

Inference:

From the table, it is known that 71 % of the respondents are highly satisfied with the training provided by the company, 24.7 % of the respondents are somewhat satisfied, 1.1 % of the respondents are neither satisfied nor dissatisfied and 3.2 % of the respondents are highly dissatisfied.

Chart 3.16 Training provided by the company

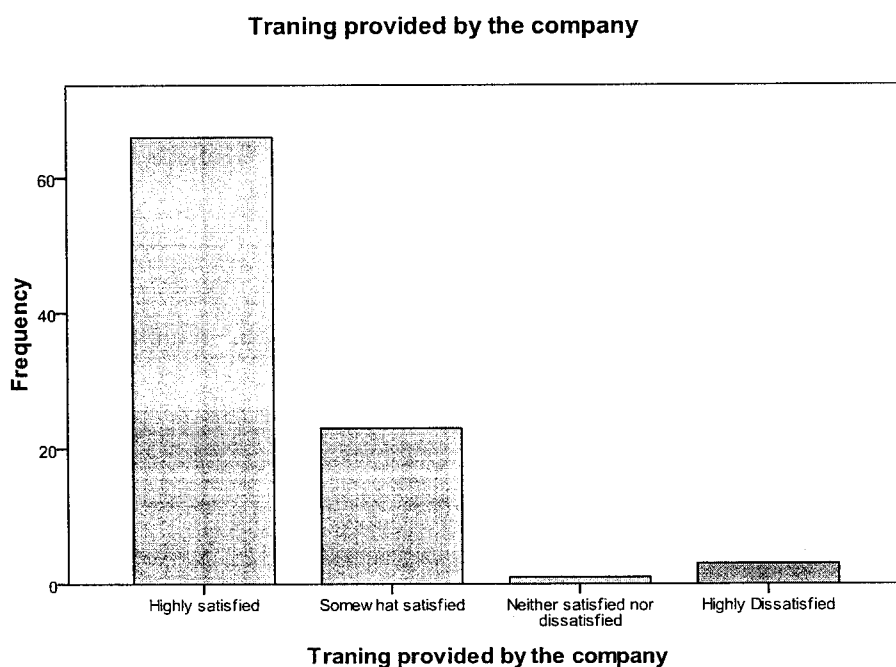


Table 3.17 Transport facility provided by the company

Transport facility	No. of respondents	Percentage
Somewhat satisfied	10	10.8
Neither satisfied nor dissatisfied	28	30.1
somewhat Dissatisfied	32	34.4
Highly Dissatisfied	23	24.7
Total	93	100.0

Inference:

From the above table, it is known that 10.8 % of the respondents are somewhat satisfied with the transport facility provided by the company, 30.1 % of the respondents are neither satisfied nor dissatisfied, 34.4 % of the respondents are somewhat dissatisfied and 24.7% of the respondents are highly dissatisfied.

Chart 3.17 Transport facility provided by the company

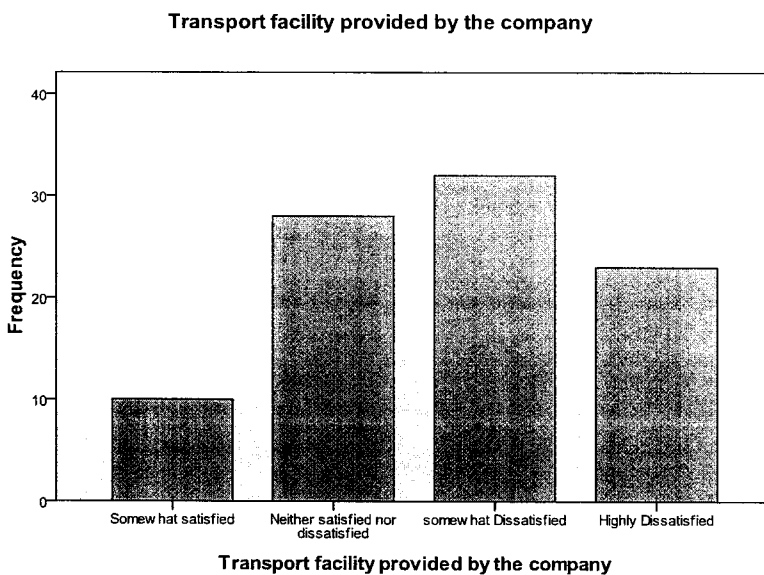


Table 3.18 Flexibility of working hours

Flexibility of working hours	No. of respondents	Percentage
Highly satisfied	47	50.5
Somewhat satisfied	35	37.6
Neither satisfied nor dissatisfied	6	6.5
somewhat Dissatisfied	2	2.2
Highly Dissatisfied	3	3.2
Total	93	100.0

Inference:

From the above table, it is known that 50.5 % of the respondents are highly satisfied with the flexibility of the working hours, 37.6 % of the respondents are somewhat satisfied, 6.5% of the respondents are neither satisfied nor dissatisfied, 2.2% of the respondents are somewhat dissatisfied and 3.2% of the respondents are highly dissatisfied.

Chart 3.18 Flexibility of working hours

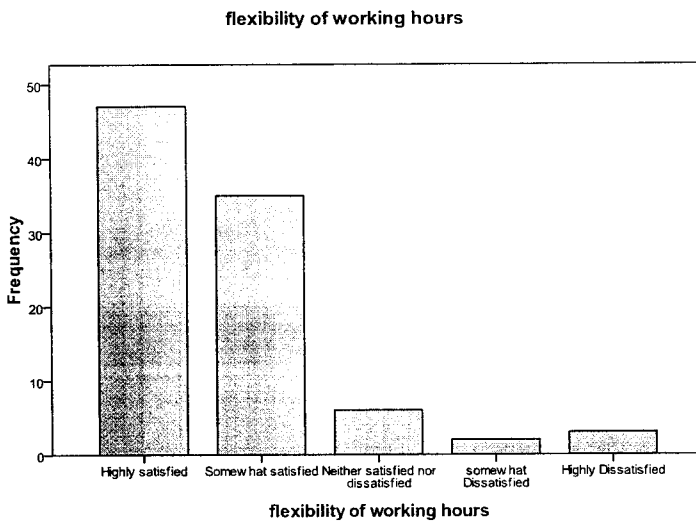


Table 3.19 Rewards of the performance appraisal

Rewards	No. of respondents	Percentage
Highly satisfied	38	40.9
Somewhat satisfied	42	45.2
Neither satisfied nor dissatisfied	12	12.9
Highly Dissatisfied	1	1.1
Total	93	100.0

Inference:

From the above table, it is known that 40.9 % of the respondents are highly satisfied with the rewards for the performance appraisal, 45.2 % of the respondents are somewhat satisfied, 12.9 % of the respondents are neither satisfied nor dissatisfied and 1.1% of the respondents are highly dissatisfied.

Chart 3.19 Rewards of the performance appraisal

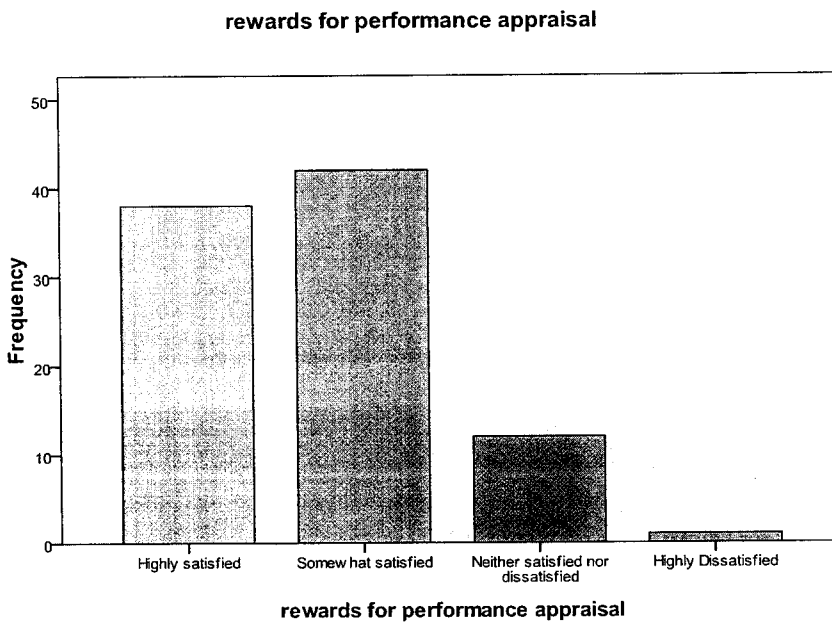


Table 3.20 Encouragement towards career development

Encouragement towards career development	No. of respondents	Percentage
Highly satisfied	54	58.1
Somewhat satisfied	34	36.6
Neither satisfied nor dissatisfied	5	5.4
Total	93	100.0

Inference:

From the above table, it is known that 58.1 % of the respondents are highly satisfied with the encouragement given for their career development, 36.6 % of the respondents are somewhat satisfied and 5.4 % of the respondents are neither satisfied nor dissatisfied.

Chart 3.20 Encouragement towards career development

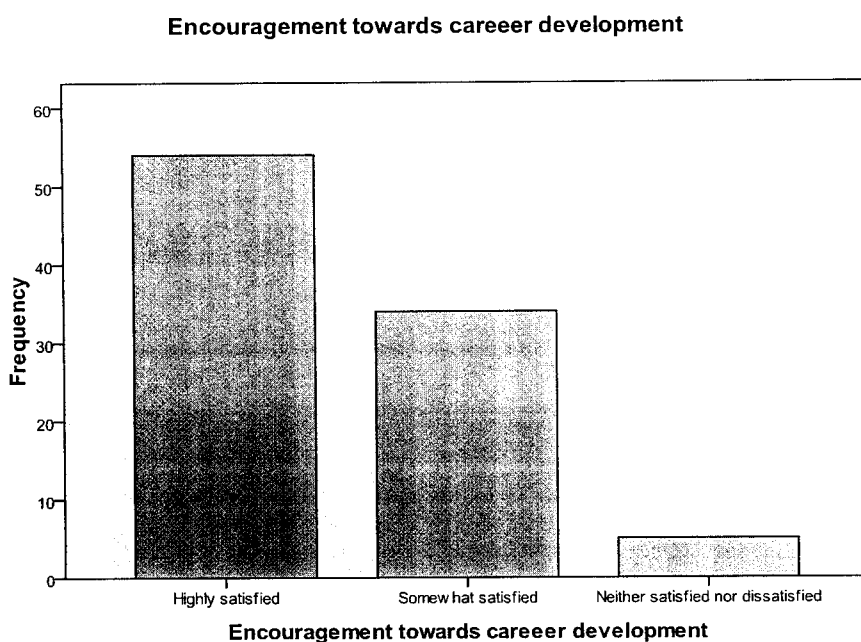


Table 3.21 Overall satisfaction towards the company

Overall satisfaction	No. of respondents	Percentage
Highly satisfied	39	41.9
Somewhat satisfied	45	48.4
Neither satisfied nor dissatisfied	8	8.6
somewhat Dissatisfied	1	1.1
Total	93	100.0

Inference:

From the above table, it is known that 41.9 % of the respondents are highly satisfied towards the company, 48.4 % of the respondents are somewhat satisfied, 8.6 % of the respondents are neither satisfied nor dissatisfied and 1.1 % of the respondents are somewhat dissatisfied.

Chart 3.21 Overall satisfaction towards the company

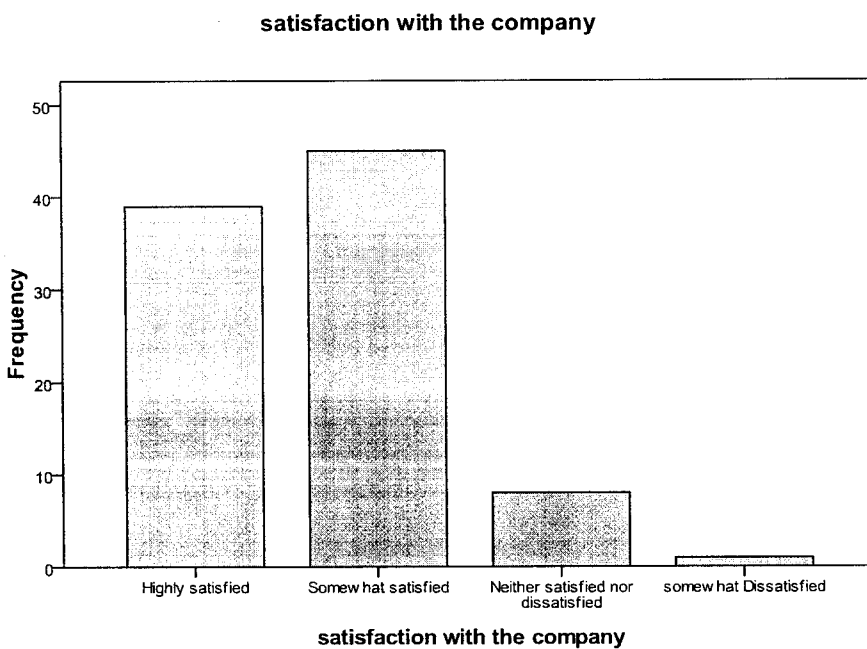


Table 3.22 Management treat with respect

Management treats with respect	No. of respondents	Percentage
Strongly agree	39	41.9
Agree	46	49.5
Neither agree nor disagree	8	8.6

Management treats with respect	No. of respondents	Percentage
Strongly agree	39	41.9
Agree	46	49.5
Neither agree nor disagree	8	8.6
Total	93	100.0

Inference:

From the above table, it is found that 41.9 % of the respondents strongly agree that management treats them with respect, 49.5 % of the respondents agree that management treats them with respect, 8.6 % of the respondents neither agree nor disagree.

Chart 3.22 Management treat with respect

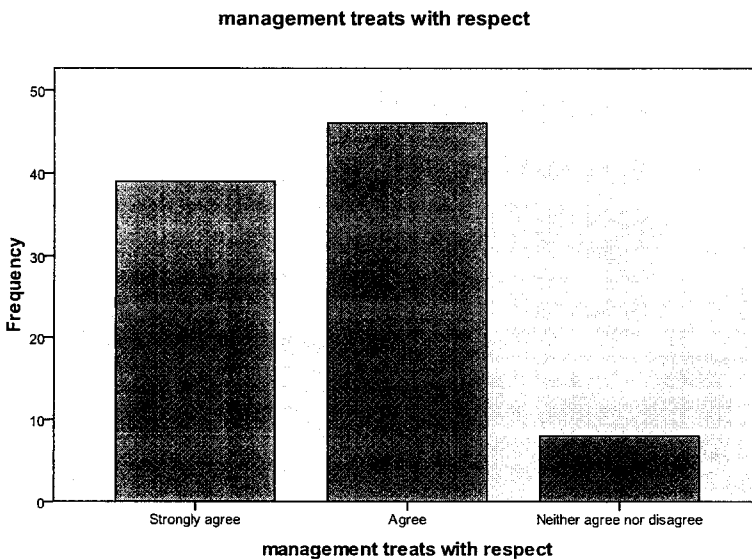


Table 3.23 Clear with job requirements

Clear with job requirements	No. of respondents	Percentage
Strongly agree	56	60.2
Agree	33	35.5
Neither agree nor disagree	4	4.3
Total	93	100.0

Inference:

From the above table, it is clear that 60.2 % of the respondents strongly agree that they are clear in their job requirements, 35.5% of the respondents agree to it and 4.3% of the respondents neither agree nor disagree.

Chart 3.23 Clear with job requirements

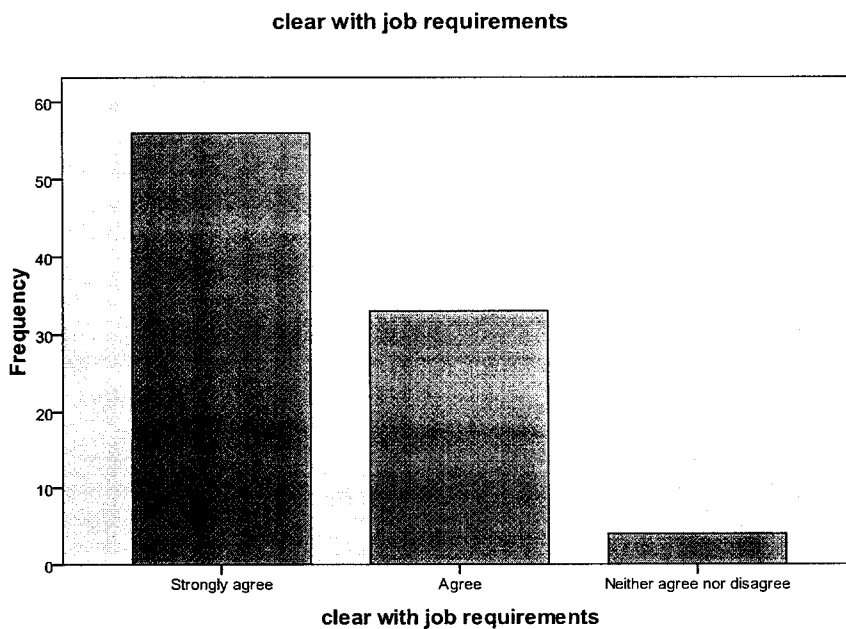


Table 3.24 Opportunities to improve skills

Opportunities to improve skills	No. of respondents	Percentage
Strongly agree	44	47.3
Agree	38	40.9
Neither agree nor disagree	11	11.8
Total	93	100.0

Inference:

From the above table, it is clear that 47.3 % of the respondents strongly agree that they have opportunities to improve their skills in the company, 40.9% of the respondents agree to it and 11.8% of the respondents neither agree nor disagree.

Chart 3.24 Opportunities to improve skills

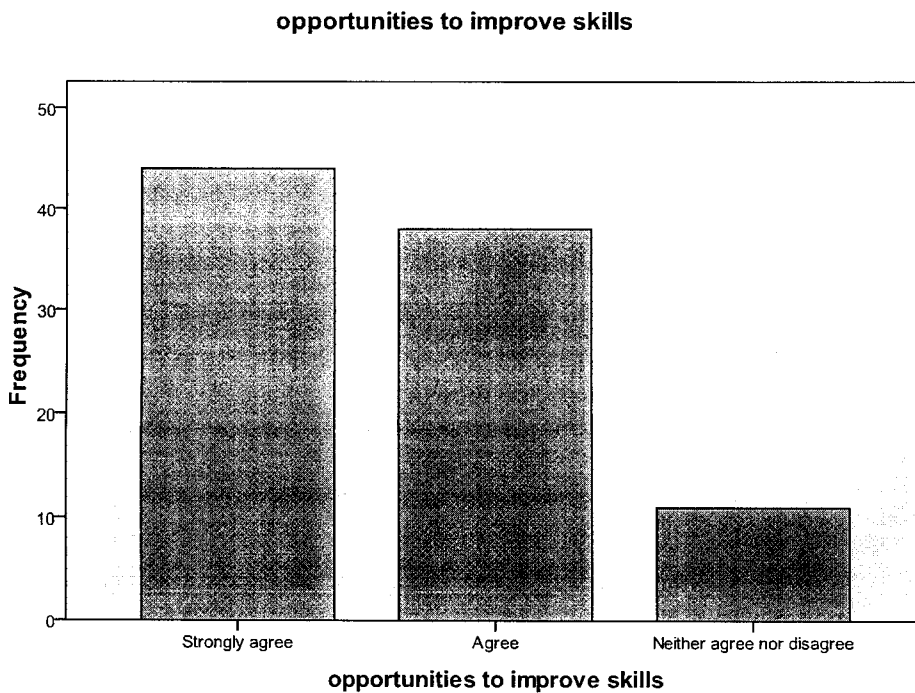


Table 3.25 Level of motivation for the employees

Level of motivation	No. of respondents	Percentage
Strongly agree	39	41.9
Agree	44	47.3
Neither agree nor disagree	10	10.8
Total	93	100.0

Inference:

From the above table, it is clear that 41.9 % of the respondents strongly agree that there is high level of motivation in the company, 47.3 % of the respondents agree to it and 10.8% of the respondents neither agree nor disagree.

Chart 3.24 Level of motivation for the employees

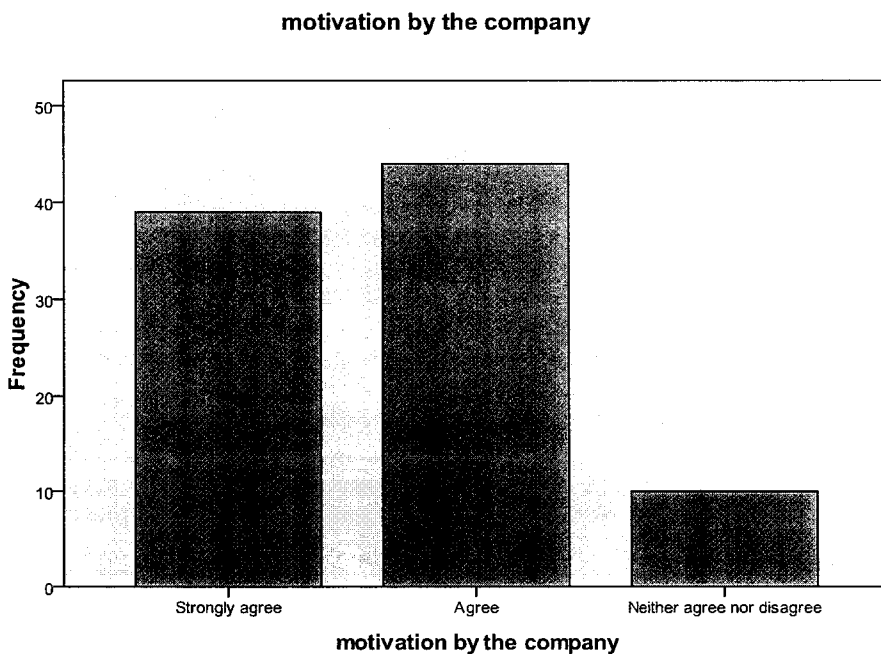


Table 3.26 Agree to switch off mobile phone

switch off mobile phone	No. of respondents	Percentage
Strongly agree	45	48.4
Agree	32	34.4
Neither agree nor disagree	9	9.7
Disagree	3	3.2
Strongly disagree	4	4.3
Total	93	100.0

Inference:

From the above table, it is understood that 48.4% of the respondents strongly agree that they agree to switch off their mobile phones during training, 34.4% of the respondents agree to it, 9.7 % of the respondents neither agree nor disagree, 3.2% of the respondents disagree to it and 4.3 % of the respondents strongly disagree to it.

Chart 3.26 Agree to switch off mobile phone

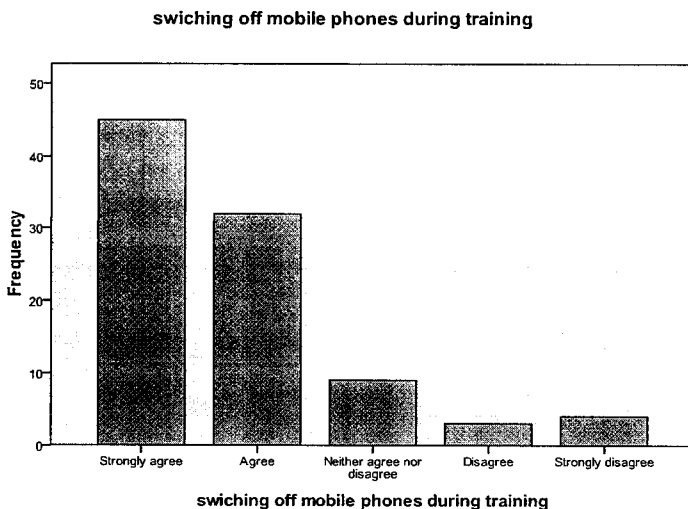


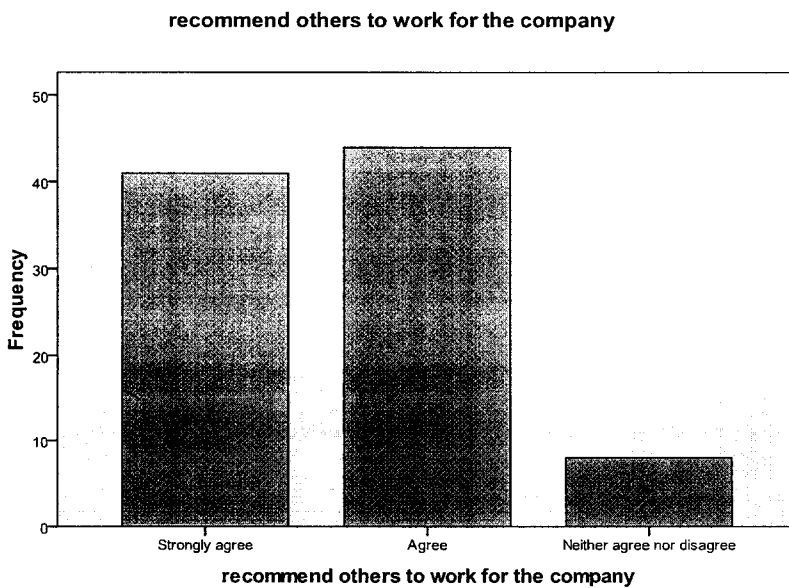
Table 3.27 Recommend others to work for the company

Recommend others to work	No. of respondents	Percentage
Strongly agree	41	44.1
Agree	44	47.3
Neither agree nor disagree	8	8.6
Total	93	100.0

Inference:

From the above table, it is understood that 44.1 % of the respondents strongly agree that they will recommend others to work for the company, 47.3 % of the respondents agree to it, 8.6 % of the respondents neither agree nor disagree.

Chart 3.27 Recommend others to work for the company



CROSS TABULATION:

Table 3.28 Salary and Satisfaction towards the company

The table presents the cross tabulation between the salary of the employee and satisfaction towards the company.

		Salary of the employee				Total
		4000-6000	6000-8000	8000-10000	Above 10000	
Satisfaction with the company	Highly satisfied	36	0	2	1	39
	Somewhat satisfied	36	3	0	6	45
	Neither satisfied nor dissatisfied	7	0	1	0	8
	somewhat Dissatisfied	0	0	1	0	1
Total		79	3	4	7	93

Ho: There is no significant relationship between salary of the employee and satisfaction towards the company

H1: There is significant relationship between salary of the employee and satisfaction towards the company.

CHI-SQUARE:

Degrees of freedom	Level of significance	Calculated value	Table value
9	5%	32.944	14.684

The calculated value is greater than the tabulated value, so Ho is rejected. This shows that there is significant relationship between salary of the employee and satisfaction with the company.

Table 3.29 Transport facility provided by the company and Designation of the employee

		Designation of the employee					Total
		customer service Associate	Quality Analyst	Assistant team leader	Team leader	Trainer	
Transport facility provided by the company	Somewhat satisfied	6	2	0	1	10	10
	Neither satisfied nor dissatisfied	25	1	0	2	28	28
	somewhat Dissatisfied	29	0	1	2	32	32
	Highly Dissatisfied	19	1	2	0	23	23
Total		79	4	3	5	2	93

Ho: There is no significant relationship between the designation of the employee and the transport facility provided by the company

H1: There is significant relationship between the designation of the employee and the transport facility provided by the company

CHI-SQUARE:

Degrees of freedom	Level of significance	Calculated value	Table value
12	5%	17.946	18.549

The calculated value is greater than the tabulated value, so null hypothesis is rejected. This shows that there is significant relationship between the designation of the employee and the transport facility provided by the company

Table 3.30 Rewards for performance appraisal and motivation by the company

The table presents the cross tabulation between the rewards for performance appraisal and motivation by the company.

		motivation by the company			Total
		Strongly agree	Agree	Neither agree nor disagree	
rewards for performance appraisal	Highly satisfied	26	9	3	38
	Somewhat satisfied	10	27	5	42
	Neither satisfied nor dissatisfied	3	8	1	12
	Highly Dissatisfied	0	0	1	1
Total		39	44	10	93

Ho: There is no significant relationship between the rewards given for performance appraisal and level of motivation provided by the company.

H1: There is significant relationship between the rewards given for performance appraisal and level of motivation provided by the company.

CHI-SQUARE:

Degrees of freedom	Level of significance	Calculated value	Table value
6	5%	27.165 ^a	10.645

The calculated value is greater than the tabulated value, so Ho is rejected. This shows that there is significant relationship between the rewards for performance appraisal and motivation by the company.

Table 3.31 Satisfaction towards the company and recommend others to work for the company

The table presents the cross tabulation between the satisfaction with the company and recommendation others to work in the company.

		recommend others to work for the company			Total
		Strongly agree	Agree	Neither agree nor disagree	
satisfaction with the company	Highly satisfied	32	6	1	39
	Somewhat satisfied	8	33	4	45
	Neither satisfied nor dissatisfied	0	5	3	8
	somewhat Dissatisfied	1	0	0	1
Total		41	44	8	93

Ho: There is no significant relationship between the satisfaction with the company and recommendation others to work in the company.

H1: There is significant relationship between the satisfaction with the company and recommendation others to work in the company.

CHI-SQUARE:

Degrees freedom	of	Level of significance	of	Calculated value	Table value
6		5%		49.267	10.645

The calculated value is greater than the tabulated value, so Ho is rejected. This shows that there is significant relationship between the satisfaction with the company and recommendation others to work in the company.



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CHAPTER - 4

CONCLUSION

4. CONCLUSIONS

4.1 FINDINGS

- It is understood that, majority of the respondents (65%) are male.
- It is clear that majority of the respondents belong to the age group 18-26 years.
- It is clear that majority of the respondents (96%) are unmarried.
- It is clear that majority of the respondents are under graduates.
- It infers that majority of the respondents are employed in Customer Service Associate.
- It is clear that majority of the respondents are drawn their salary around Rs.4000 to Rs.6000.
- It is found that majority of the respondents are highly satisfied with the business mission put forth by the company. This helps them to have a positive attitude to achieve the mission.
- It is understood that majority of the respondents are highly satisfied with the physical working environment. This shows that organization provides a comfortable environment for the employees to work at ease.
- It is clear that majority of the respondents are highly satisfied with the communication with their supervisor.
- It is clear that majority of the respondents are highly satisfied with the relationship with managers.
- It is clear that majority of the respondents are highly satisfied with the leave for absence given by the company.
- It is understood that majority of the respondents are somewhat satisfied with basic facilities provided by the company.
- It is understood that majority of the respondents are highly satisfied with the present job position in the organization.
- It is clear that majority of the respondents are highly satisfied with the workload given to them and they feel that it's reasonable.
- It is inferred that most of the respondents are highly satisfied that the company is provided the opportunity for career promotion.

- It is understood that most of them are satisfied with the training given to them by the management to do the job.
- It is clear that majority of the respondents are not satisfied with the transport facility provided by the company.
- It is clear that most of the respondents are satisfied with flexibility of working hours in the company.
- It is understood that majority of the respondents are somewhat satisfied with the rewards for performance appraisal.
- It is clear that the most of the respondents are highly satisfied with the management that they encourage in their career development.
- It is clear that majority of the respondents are somewhat satisfied with the company.
- It is found that most of the respondents agree they are treated with respect by the management.
- It is understood that majority of the respondents strongly agree that they are clear with job requirements and what is expected of them on a daily basis which shows their positive attitude towards the job and helps them to perform better.
- It is understood that majority of the respondents strongly agree that they have opportunities to improve skills in the company.
- It is found that majority of the respondents strongly agree to switch off their mobile phones during the training.
- It is understood that majority of the respondents agree that there is high level of motivation provided by the company to work effectively and efficiently.
- It is understood that most of the respondents strongly agree that they recommend others to work for the company.
- It is understood that there is significant relationship between salary of the employee and satisfaction with the company.
- It is understood that there is significant relationship between the designation of the employee and the transport facility provided by the company

- It is understood there is significant relationship between the rewards for performance appraisal and motivation by the company.
- It is understood there is significant relationship between the satisfaction with the company and recommendation others to work in the company.

4.2 SUGGESTIONS

- As per the findings, most of the factors influence the positive attitude towards organization.
- Majority of the respondents are somewhat dissatisfied with the transport facility provided by the company.
- Convenience plays a role, so company should provide proper cab facilities to improve the positive attitude towards the organization.
- Majority of the respondents are somewhat satisfied with the performance appraisal provided by the company.
- The company should take care of the performance management system so that it motivates the employees to perform well.
- Majority of the respondents are somewhat satisfied with the basic facilities provided by the company.
- So the company should take care of the basic amenities to make the employees satisfied towards the organization.
- The company should take necessary steps to improve the factors which influence the negative attitude of the employees.
- So that it improves the overall satisfaction towards the organization.

4.3 CONCLUSION

Attitude determines one's Altitude hence it is necessary for an employee to have positive attitude in his professional / work life. For this he needs to have a positive attitude towards his organization.

Not only the material resources but also the human resources are an important asset to the company. Attitude of an employee serves as a major cause of job satisfaction and both are strongly related.

Though the organization is performing well, there are certain constraints which have to overcome to reach greater heights. There is good scope for improvement by way of effective planning and implementation.

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APPENDIX

EMPLOYEE ATTITUDE TOWARDS ORGANIZATION

1. Name of the employee:

2. Gender:

- Male
- Female

3. Age:

- 18-26 years
- 27-35 years
- 36-45 years

4. Marital status:

- Single
- Married

5. Qualification:

- SSLC
- HSC
- DIPLOMA
- UG
- PG

6. Salary:

- 4000-6000
- 6000-8000
- 8000-10000
- Above 10000

7. Designation

- Customer Service Associate
- Quality Analyst
- Assistant Team leader
- Team leader
- Trainer

Please provide the level of satisfaction with each of the following statements.

	Highly satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Highly dissatisfied
8.Your acceptability of the business mission is					
9.Are you happy with the physical working environment					
10.Communication with your supervisor is possible					
11.Your overall relationship with your managers is					
12.The level of satisfaction for leave of absence					
13.The level of satisfaction towards the basic facilities provided by the company					
14.How satisfied are you with your present job at this company					
15.How satisfied are you with the Workload					
16.Are you happy with the opportunity for career promotion					
17.Level of satisfaction towards the training provided by the company					
18.How satisfied are you with the transport facility provided by the company					
19.The company offered flexibility of working					

hours is					
20.How satisfied are you with rewards which is provided for performance appraisal					
21.The encouragement of the company towards your career development is					
22.Overall satisfaction with your company is					

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
3.Management treats you with respect					
4.I am clear with my job requirements					
5.Company offers real opportunities to improve my skills					
6.There is high level of motivation given by the company					
7. Do you agree to switch off your mobile phones at the time of training?					
8.Would you recommend others to work for this company					

29. What changes, if any, do you feel need to be made in the company to improve working conditions?