

**A STUDY ON THE IMPACT OF ORGANIZATIONAL CLIMATE  
TOWARDS JOB SATISFACTION**

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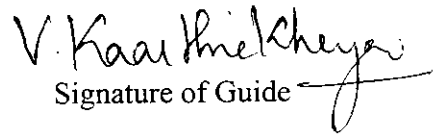
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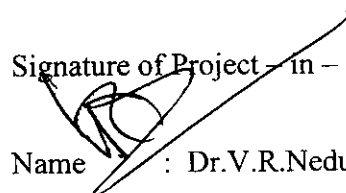
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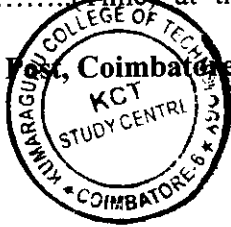
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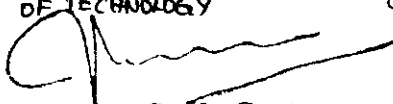
  
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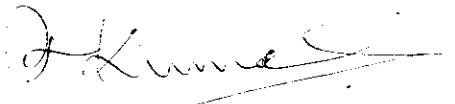
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## **ABSTRACT**

Organizational climate and organizational culture theory and research are reviewed. The article is first framed with definitions of the constructs, and preliminary thoughts on their interrelationships are noted. Organizational climate is briefly defined as the meanings people attach to interrelated bundles of experiences they have at work. Organizational culture is briefly defined as the basic assumptions about the world and the values that guide life in organizations. A brief history of climate research is presented, followed by the recommendations. The final section of the article also proposes the suggestions given by the employees through word of mouth and the suggestions that can be implemented as a result of the output got through various tests.

**KEYWORDS:** Organizational Climate, Culture, Employee Satisfaction

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## **CHAPTER – I**

### **INTRODUCTION**

#### **1.1 INTRODUCTION TO TOPIC**

Organizational climate is comprised of mixture of norms, values, expectations, policies and procedures that influence work motivation, commitment and ultimately, individual and work unit performance. Positive climate encourages, while negative climates inhibits discretionary effort. ‘Organizational climate’ refers to the quality of working environment. If people feel that they are valued and respected within the organization, they are more likely to contribute positively to the achievements of the business outcomes. Creating a healthy organizational climate requires attention to the factors which influence employee’s perceptions, including the quality of leadership, the way in which decisions are made and whether the efforts of employees are recognized. In fact “Climate may be thought of as the perceptions of the characteristics of an organization”.

“Climate for an organization is somewhat like the personality for a person. Just as every individual has a personality that makes each person unique, each organization has an organizational climate that clearly distinguishes its personality from other organization. Every organization is different and has a unique feeling and character beyond its structural characteristics. Thus every organization deals with its member in a distinct way through its policies on allocations of resources, communication pattern, reward and penalty, leadership and decision making style, etc. The organizational policy and conviction with regard to all these and a cluster of other related activities influence the feelings, attitudes and behaviour of its members and results in the creation of the unique organizational climate.

The content of organizational climate has varied widely and they include almost all the important aspect of organizations such as structure, communication, leadership, Conflicts, reward system, inter personal relationships organizational effectiveness, reasonability and so forth. It has been pointed out that the contents of the climate constructed by various researches overlap with many other major concepts in organizational behaviour. Such overlaps seems to have promoted researchers to raise the question how the

concept of climate is different from other organizational variables, especially, structure and job satisfaction.

Organizational climate has a major influence on human performance through its impact on individual motivation and job satisfaction. It does this by carrying certain kinds of expectancies about what consequences will follow from different actions. Individuals in the organization have certain expectations and fulfilment of these expectations depend upon their perception as to how the organizational climate suits to the satisfaction of their needs. Thus organizational climate provides a type of work environment in which individuals feels satisfied or dissatisfied. Since satisfaction of individual goes a long way in determining his efficiency, organizational climate can be said to be directly related with his performance in the organization.

## **1.2 GENERAL SCENARIO OF THE INDUSTRY**

Golden Rock Granites, Producers of high quality granite monuments situated in the Southern part of India, carries with it, two decades of experience in global exports of superior quality granite monuments. The monuments are exported to Germany, France, Belgium, Netherlands, UK, USA, Canada, Ireland, Norway and Italy.

With two sprawling factory setups, Granite quarries and highly dedicated skilled workforce trained by Europeans, the company continues to produce monuments with International Quality. They maintain International standards in producing high quality monuments and has earned an extraordinary status in the global market.

## **1.3 IDENTIFIED PROBLEM**

It was noted that there was a slight deterioration in the performance of the employees which reflected in the profits of the organization and hence this project is mainly geared towards finding the various factors that will help in improving the performance of the organization

## **1.4 NEED FOR STUDY**

Organizational climate study enables a successful organization to operate more efficiently through the use of worker input and satisfaction rating. The factors like capital, materials, buildings, plant and machinery, etc., remain inactive unless there are competent people to utilize them for producing goods and services desired by the society. There has been an increasing realization that the organization's success is dependent on the synergy created by its human resource.

The organization climate can become conducive to develop potential and competencies of the employees and provides opportunities for the fulfilment. It is worthwhile to understand and measure the climate because there are organizational and human benefits which will help in the overall development.

The study will reveal the true situation prevailing in the company, and if not satisfactory will help them improve in those aspects.

## **1.5 OBJECTIVES**

An organisational climate study enables a successful organization to operate more efficiently by making use of worker input and satisfaction ratings. Survey analysis helps to identify areas of employee satisfaction and dissatisfaction to facilitate management in the creation of greater workplace harmony and increased productivity. The key issues that was emphasized while conducting the study are -

- To understand the work environment at Golden rock granite factory.
- To understand the team/group dynamics at Golden rock granite factory - functions, coordination and culture.
- To identify the areas of improvement in the HR domain and present the findings to the management for consideration.

## **1.6 SCOPE**

The project can be used for further research pertaining to –

- Organizational culture
- Job satisfaction
- Health and Safety

## **1.7 DELIVERABLES**

- Service Quality Improvement
- High profit as compared to the previous year
- Personal development of the employees and workers

## CHAPTER – II

### LITERATURE SURVEY

#### 2.1 LITERATURE REVIEW

**Organizational climate** is defined as “the set of characteristics that describe the organization and that a) distinguish the organization from other organizations, b) are relatively enduring over time and c) influence the behaviour of people in the organization (Forehand and Gilmer, 1964).

Organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behaviour for various situations. At the same time although a company may have its "own unique culture", in larger organizations, there is a diverse and sometimes conflicting cultures that co-exist due to different characteristics of the management team. The organizational culture may also have negative and positive aspects (Ravasi and Schultz, 2006). Organizational Climate has also been defined as a set of attributes which can be perceived about a particular organization and can be brought about from the way the organization deals with its members and environment. It is the collective view of the people within the organization regarding the formal and informal policies, practices and procedures in their organization (Allan Eilles, 2004). Organizational culture is the collective behaviour of people who are part of an organization. It is also formed by the organizational values, visions, norms, working language, systems, and symbols which also include beliefs and habits. It is also the pattern of such collective behaviours and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling (Kasesneimi and Rautiainen, 2002). Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. Organizational climate (sometimes known as Corporate Climate) is the process of quantifying the “culture” of an organization. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behaviour (Bolton and Drew, 1991).

The morale and emotional behaviour of a manager has an important effect on organizational climate. Employees' perceptions of organizational climate result directly from a manager's morale and behaviour, which stimulates employees' morale, emotions, and behaviours. The results of the analyses also showed that among emotional intelligence's factors, social awareness and self-awareness have more influence on organizational climate, while among organizational climate factors, credibility is most influenced by

managers' emotional intelligence (Nona Momeni, 2009). The human resource management practices of a high-performance work system enhance a business unit's market performance in the service context by facilitating 2 types of strategically targeted organizational climate: concern for customers and concern for employees, which further encourage employees to engage in cooperative behaviours with customers (service performance) and co-workers (helping behaviour) that are essential in achieving superior market performance (Chih-Hsun Chuang Hui Liao, 2010). Perception alone provides no impetus for action, it was predicted that associations between company climate and productivity would be mediated by average level of job satisfaction. Analysis showed that company productivity was more strongly correlated with those aspects of climate that had stronger satisfaction loadings. It was also predicted that managers' perceptions of climate would be more closely linked to company productivity than would those of non-managers. However, managers' assessments of most aspects of their company's climate were significantly more positive than those of non-managers (Malcolm Patterson, Peter Warr, Michael West, 2004).

Organizational climate has a potentially rich, but largely unrealized role in the development of an organization as well as to raise the motivation of employees. Researchers perceive problems arising from significant culture and different climate affecting the management and motivational level among the employees. . In particular, organizational climate factors include environment, team work, management effectiveness, involvement, reward and recognition, competency and commitment. The results state that to improve the motivation level among employees one must try to improve the organizational culture and climate (PrabhjotKaurMahal, 2009). Organizational climate is perception of members about their work environment and it is greatly influenced by individual attributes. This study explores the relationship of Organizational climate perceptions according to employees' demographic (age, and education, tenure and Job Ranks) background patterns. The results of the study showed that the personal factors of the employees were found to account for significant differences in the perception of several dimensions of climate. Specifically in attempting to build a positive creative climate, organizations must consider not only the size, ownership and existing structures of the organizations, but must also consider the job tenure, training experience, and length of service, education level and age of the employees (Iqbal and Adnan, 2011).

Researchers in organizational behaviour have long been interested in understanding employees' perceptions of the work environment and how these perceptions influence individuals' work-related attitudes and behaviours. Early researchers suggested that the social climate or atmosphere create in a workplace had significant consequences employees' perceptions of the work context purportedly influenced the extent to which people were satisfied and perform up to their potential, which in turn, was predicted to influence organization

al productivity. Individuals' own perceptions of the work environment constitute psychological climate at the individual level of analysis, whereas organizational climate has been proposed as an organizational or unit-level construct. When employees within a unit or organization agree on their perceptions of the work context, unit-level or organizational climate is said to exist. A large number of studies have consistently demonstrated relationships between unit or organizational climate and individual outcomes such as performance, satisfaction, commitment and involvement (Spreng and MacKoy, 1996).

There are a number of approaches to measure organizational climate such as field studies, measuring organizational indices such as size, degree of hierarchy and experimental manipulation of climate components such as leadership style and communication flow. Most researchers use the perceptual approach which measures climate indirectly via descriptions by organizational members of various organizational characteristics. Generally, respondents complete standardized questionnaires which ask about perceptions of the total organization, supervisory and peer leadership and interpersonal processes within the organization (Robert and Norman, 1986).

The nature of interrelations between organizational culture and climate is very complex. In terms of the basic assumptions, values and beliefs, it is the culture of an organization which dictates the expected employee behaviour permits to form a compatible work environment, namely, the organizational climate. The key point is that these two concepts exist in work settings, and they are not mutually exclusive. The research findings indicate that there is a fit between the concepts of organizational culture and climate with statistical analyses indicating a meaningful composition of cultural and climatic variables (Mehmet Y Yahyagil, 2006).

Climate and culture are both important aspects of the overall context, environment or situation. But, there is a significant difference between both. Culture can be defined as the sum of five components namely: values, beliefs, myths, traditions and norms. **Values** are the ways in which individuals assess certain traits, qualities, activities or behaviours as good or bad, productive or wasteful. This value may be reflected in things such as the organization's motto, response time, reliability or actual quality performance measurements. **Beliefs** reflect the individual's understanding of the way the organization works and the probable consequences of the actions they take. **Myths** are stories or legends that persist within an organization. Such a story is not a piece of trivial information – it is part of a body of clues or signals that transmits what new members can or cannot do and impacts any change efforts. **Traditions** are repetitive significant events such as celebrations, special awards, retirement parties and holiday dinners. These events inject predictability into the organizational environment and are a basic means of



perpetuating cultural values, whether they honour tenure, advancement or appreciation of a special accomplishment. They highlight what is held in high esteem in the organization. **Norms** are organizational informal rules regarding communication processes, dress, work habits, work hours and implicit codes of interpersonal behaviour. Does the organization encourage open and honest communication with an emphasis on the positive or does it allow rumours and gossip to prevail? These “rules of conduct” are not written down in any employee handbook, but are accepted as “the way things are”. These components are difficult, almost impossible to measure and even harder for people to articulate but they are real and have to be managed as part of the process of changing the organization (Aydin and Ozer, 2006).

The satisfaction of employees with organizational climate is predictor of better performance. Organizational climate is having direct bearing on employees' satisfaction. The satisfaction of employees with organizational climate enhances positive organizational outcomes: efficiency, productivity, organizational commitment and cohesiveness of co-workers while it reduces negative outcomes: turnover, deviant behaviour at work, absenteeism and stealing of company property. The results reveal that respondents from multinational organizations were found to be more satisfied than the respondents from local companies (Zulfqar Ahmad, Zafar Ahmad, Ishfaq Ahmed, Muhammad Musarrat Nawaz, 2010).

Brown and Gulycz in 2001 stated that climate is the label used to describe the dimensions of the work environment that can be measured with relative precision. A variety of factors determine the climate of an organization –

**Leadership** is the single most important determinant of organizational climate is the day-to-day leadership style of the leader. The leader has a powerful influence on the expectations and behaviours of everyone in the organization. Optimally, knowing how to anticipate, lead and manage change is an art form. A leader needs to strategize as much about the changes needed to compete in the future as well as the best ways to engage everyone in the organization to gain buy-in and commitment. To the degree that a leader and his/her management team address these dynamics will be reflected in exponential gains made.

**Organizational Structure** is an equally powerful determinant of climate is organizational arrangements –the formal/informal ways in which work is accomplished. How the organization organizes itself is a direct reflection as to what it considers critical to its success and speaks volumes with regard to its commitment and value of its employees. Much is written about streamlined structures and cross-disciplinary teams. These take sustained effort to achieve but the ROI is enormous.

**Commitment** reflects the individual's sense of pride in belonging to the organization and their degree of support to the future of the organization. Strong feelings of commitment are associated with high levels of productivity, energy and actions. Low levels of commitment make change efforts difficult. Individuals feel disengaged; compliant and unwilling to participate. Managers and management researchers have long believe that organizational goals are unattainable without the enduring commitment of members of the organizations. Becker, Randal, and Riegel (1995) defined the term in a three dimensions: a strong desire to remain a member of a particular organization; a willingness to exert high levels of efforts on behalf of the organization; a define belief in and acceptability of the values and goals of the organization. To Northcraft and Neale (1996), commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well being. Organizational commitment is determined by a number of factor, including personal factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); non-organizational factors (availability of alternatives). All these things affect subsequent commitment (Northcraft and Neale, 1996). Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke, 1999). It includes the factors that cause, channel, and sustain human behaviour in a particular committed direction. Stoke, in Adeyemo (1999) goes on to say that there are basic assumptions of motivation practices by managers, which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Second, motivation is one of several factors that go into a person's performance. Factors such as ability, resources, and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool with which managers can use in organizations. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people "tick." Motivation can also be defined as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. To Olajide (2000), "it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private, or non-profit".

**Coordination** between all the departments/units in the organization is complex. Individuals tend to associate within their professions and occupations; departments and teams. As such, powerful subcultures can develop. Cutting across the organization and bringing into alignment individuals with different points of view are essential for a healthy organizational climate. This can be done by using cross-functional team projects and/or other strategies, which drive inter-dependence.

**Job satisfaction** is an emotional response to a job situation. As such, it cannot be seen it can only be inferred. Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department are but are receiving fewer rewards they will probably have a negative attitude towards the work, the boss and or co-workers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job. Locke and Lathan in 1976 give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. It is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response(Mitchell and Lasan, 1987). These to Luthans are the work itself, pay, promotion opportunities, supervision and co-workers.

**Safety climate** is a specific form of organizational climate, which describes individual perceptions of the value of safety in the work environment. A range of factors have been identified as being important components of safety climate. These factors include management values (e.g. management concern for employee well-being), management and organizational practices (e.g. adequacy of training, provision of safety equipment, quality of safety management systems), communication, and employee involvement in workplace health and safety. A range of studies have demonstrated that these factors predict safety-related outcomes, such as accidents and incidents (e.g., Zohar, 1980; Brown and Holmes, 1986; Dedobbeleer and Beland, 1991; DeJoy, 1994; Niskanen, 1994; Hofmann and Stetzer, 1996). If employees perceive that the organization is supportive of their general welfare and well-being, they will be more likely to perceive that the organization values the safety of employees. These perceptions of the specific safety climate of the organization, in turn, are believed to influence safety behaviour.

**Historical Forces** have a strong impact on its culture that develops over time and impact its climate. The circumstances surrounding the organization's founding; the manner in which crises were faced and resolved; the organization's role models influencing the ease and/or difficulty of change transformation. If an organization was founded by highly innovative individuals to provide leading edge services, these circumstances may continue to influence cultural values and a climate characterized by high levels of creativity. On the other hand, if the organization has neglected innovation and resisted change, priding itself on its ability to maintain the status quo, it is predictable that when change is introduced, the impact on the organization's culture and climate will be dramatic and most likely result in fallout of individuals unwilling or unable to let go.

**Standards of Accountability** measure the ways in which individuals take responsibility and are held accountable for both what they do (performance) and how they do it (behaviours). **Standards of Behaviour** are best defined in terms of what will be observed and heard. Leaders can mandate acceptable behaviours and reinforce those behaviours through performance measurement processes.

**Communication** is an important component of desired behaviours, measured by the organization's communication patterns. Acceptable behaviours are reflected in direct, constructive and timely feedback; open communication; mutual respect; and use of conflict (differences) as an asset. Lack of acceptable behaviours such as blaming others; focusing on problems rather than solutions; allowing rumours, gossip and criticisms to prevail corrupt the corporate climate.

**Trust** reflects the prevailing feelings of mutual respect and support within the organization. Trust is high when individuals sense that their input is valued; their actions backed by others; and support is direct and constructive. Trust diminishes when individuals break agreements; miss deadlines impacting others; and do not give each other the benefit of the doubt. The resultant disappointments damage trust; making it difficult to rebuild. Over time, the lack of trust has a profound negative impact on the organization's climate and its ability to achieve its goals.

**Rewards** measure competencies in tangible ways. Reward systems characterized by a balance of task and behavioural competencies are powerful messages. On-going constructive feedback offered on a quarterly basis helps reinforce the seriousness of purpose in building a results and values-driven organization.

**External environment** also influence an organization's culture and climate. Factors such as government regulations, economic conditions, competitive industry forces and on-going change create pressures on the organization. These factors manifest themselves in measurably different culture and climate profiles.

Climate for an organization is somewhat like the personality for a person. Just as every individual has a personality that makes each person unique, each organization has an organizational climate that clearly distinguishes its personality from other organization. Every organization is different and has a unique feeling and character beyond its structural characteristics. Thus every organization deals with its member in a distinct way through its policies on allocations of resources, communication pattern, reward and penalty, leadership and decision making style, etc. The organizational policy and conviction with regard to all these and a cluster of other related activities influence the feelings, attitudes and behaviour of its members and results in the creation of the unique organizational climate (Cronin and Taylor, 1992).

## **CHAPTER - III**

### **METHODOLOGY**

#### **3.1 RESEARCH DESIGN**

This study adopts exploratory research.

#### **3.2 METHOD OF DATA COLLECTION**

To conduct the study primary data was collected in the form of a questionnaire. There were two questionnaires – one for managerial level employees and the other for shop floor employees which captured all the possible areas of satisfaction and dissatisfaction of employees. Another source of primary data included personal interactions with the managers and employees. Prior to preparation of the final questionnaire, we conducted a pilot study . After pilot testing the questionnaire, we made the required changes so that the questionnaire could be tailor made to meet the needs of the organisation.

The major sources of secondary data were literature reviews and information from the company website.

#### **3.3 SAMPLING METHOD**

Sampling is an important aspect of data collection. Sampling is the selection of samples from the entire group called as the population or universe of interest. We have made use of convenient sampling for selecting the respondents.

#### **3.4 SAMPLE SIZE**

The size of the sample is 40 at the workers level

### **3.5 TECHNIQUES FOR DATA ANALYSIS**

Data analysis was done using SPSS version 17.0.

Following tests were conducted.

- Simple percentage analysis
- Descriptive statistics - mean, minimum, maximum, variance and standard deviation of the variables involved
- Correlation
- One way ANOVA

## CHAPTER - IV

### DATA ANALYSIS AND INTERPRETATION

For the purpose of the study, questionnaire has been prepared to Study the Organization Climate of Golden rock granite. The data collected from the respondents have been systematically analyzed and presented in the form of tables to enable a comprehensive analysis. This chapter consists of the following tests:

- Simple percentage analysis
- Descriptive statistics
- Correlation
- One way ANOVA

#### 4.1 DEGREE OS JOB SATISFACTION- AN ANALYSIS:

TABLE 4.1

#### THE FOOD PROVIDED IN THE CANTEEN IS OF SUPERIOR QUALITY

Degree of response	No. Of respondents	Percent
Strongly agree	4	10
Agree	34	85
Neutral	2	5
Disagree	0	0
Strongly disagree	0	0
Total	40	100.0

#### INFERENCE:

From the table it can be seen that about 10% of the respondents strongly agreed that the food provided in the canteen is of superior quality, 85% of the respondents agreed that the food provided in the canteen is of superior quality, 5% of the respondents neither agreed nor disagreed that the food provided in the canteen is of superior quality and no respondents disagreed that the food provided in the canteen is of superior quality

**TABLE 4.2**

**THE FOOD PROVIDED IN THE CANTEEN IS REASONABLY PRICED**

Degree of response	No. Of respondents	Percent
Strongly agree	3	7.5
Agree	33	82.5
Neutral	4	10
Disagree	0	0
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the table it can be seen that 7.5% of the respondents strongly agreed that the food provided in the canteen is reasonably priced, 82.5% of the respondents agreed that the food provided in the canteen is reasonably priced, 10% of the respondents neither agreed nor disagreed that the food provided in the canteen is reasonably priced and no respondents disagreed that the food provided in the canteen is reasonably priced.

**TABLE 4.3**

**THE CANTEEN PROVIDES SUFFICIENT FOOD**

Degree of response	No. Of respondents	Percent
Strongly agree	4	10
Agree	34	85
Neutral	2	5
Disagree	0	0
Strongly disagree	0	0
Total	40	100.0



**INFERENCE:**

From the table it can be seen that 10% of the respondents strongly agreed that the canteen provided sufficient food, 85% of the respondents agreed that the canteen provided sufficient food, 5% of the respondents neither agreed nor disagreed that the canteen provided sufficient food and no respondents disagreed that the food provided in the canteen is sufficient.

**TABLE 4.4**

**THE ORGANIZATION PROVIDES THE REQUIRED SAFETY GEAR**

Degree of response	No. Of respondents	Percent
Strongly agree	3	7.5
Agree	34	85
Neutral	1	2.5
Disagree	1	2.5
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the table it can be seen that 7.5% of the respondents strongly agreed that the organization provides the required safety gears, 85% of the respondents agreed that the organization provides the required safety gears, 2.5% of the respondents neither agreed nor disagreed that the organization provides the required safety gears, 2.5% of the respondents disagreed that the organization provides the required safety gears.

**TABLE 4.5**

**THE ORGANIZATION IS WELL EQUIPPED TO HANDLE  
MEDICAL EMERGENCIES**

Degree of response	No. Of respondents	Percent
Strongly agree	2	5
Agree	34	85
Neutral	4	10
Disagree	0	0
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it is seen that 5% of the respondents strongly agreed that the organization is well equipped to handle the medical emergencies, 85% of the respondents agreed that the organization is well equipped to handle the medical emergencies, 10% of the respondents neither agreed nor disagreed that the organization is well equipped to handle the medical emergencies and no respondents fall into the other category.

**TABLE 4.6**

**I AM COMFORTABLE WORKING OVERTIME IF THE ORGANIZATION  
DEMANDS**

Degree of response	No. Of respondents	Percent
Strongly agree	1	2.5
Agree	3	7.5
Neutral	33	82.5
Disagree	3	7.5
Strongly disagree	0	0
Total	40	100.0

## **INFERENCE:**

From the table it can be seen that 2.5% of the respondents strongly agreed that they are comfortable with working overtime if the organization demands, 7.5% of the respondents agreed that they are comfortable with working overtime if the organization demands, 82.5% of the respondents neither agreed nor disagreed that they are comfortable with working overtime if the organization demands, 7.5% of the respondents disagreed that they are comfortable with working overtime if the organization demands.

**TABLE 4.7**

### **THERE IS AN EFFICIENT SUGGESTION SYSTEM OR SCHEME IN THE ORGANIZATION**

Degree of response	No. Of respondents	Percent
Strongly agree	1	2.5
Agree	33	82.5
Neutral	3	7.5
Disagree	3	7.5
Strongly disagree	0	0
Total	40	100.0

## **INFERENCE:**

From the table it can be seen that 2.5% of the respondents strongly agreed there is an efficient suggestion system or scheme in the organization, 82.5% of the respondents agreed there is an efficient suggestion system or scheme in the organization, 7.5% of the respondents neither agreed nor disagreed there is an efficient suggestion system or scheme in the organization, 7.5% of the respondents disagreed there is an efficient suggestion system or scheme in the organization.

**TABLE 4.8**

**THE MANAGEMENT ACCEPTS MY SUGGESTIONS**

Degree of response	No. Of respondents	Percent
Strongly agree	1	2.5
Agree	2	5
Neutral	34	85
Disagree	3	7.5
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that 2.5% of the respondents strongly agreed that the management accepts their suggestions, 5% of the respondents agreed that the management accepts their suggestions, 85% of the respondents neither agreed nor disagreed that the management accepts their suggestions, 7.5% of the respondents disagreed that the management accepts their suggestions.

**TABLE 4.9**

**EMPLOYEE SUGGESTIONS ARE REWARDED**

Degree of response	No. Of respondents	Percent
Strongly agree	0	0
Agree	2	5
Neutral	4	10
Disagree	34	85
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that no respondents strongly agree that the employee suggestions are rewarded, 5% of the respondents agreed that the employee suggestions are rewarded, 10%

of the respondents neither agreed nor disagreed that the employee suggestions are rewarded, 85% of the respondents disagreed that that the employee suggestions are rewarded.

**TABLE 4.10**

**I AM CLEAR ABOUT MY DUTIES AND RESPONSIBILITIES**

Degree of response	No. Of respondents	Percent
Strongly agree	2	5
Agree	34	85
Neutral	1	2.5
Disagree	3	7.5
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the table it can be seen that 5% of the respondents strongly agreed that they are clear about their duties and responsibilities, 85% of the respondents agreed that they are clear about their duties and responsibilities, 2.5% of the respondents neither agreed nor disagreed that they are clear about their duties and responsibilities, 7.5% of the respondents disagreed that they are clear about their duties and responsibilities.

**TABLE 4.11**

**I AM CLEAR ABOUT MANAGEMENT POLICIES**

Degree of response	No. Of respondents	Percent
Strongly agree	4	10
Agree	33	82.5
Neutral	3	7.5
Disagree	0	0
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that 10% of the respondents strongly agreed that they are clear about their management policies, 82.5% of the respondents agreed that they are clear about their management policies, 7.5% of the respondents neither agreed nor disagreed that they are clear about their management policies and none of the respondents fall into the other categories.

**TABLE 4.12****IT IS EASY TO COMMUNICATE WITH TOP MANAGEMENT**

Degree of response	No. Of respondents	Percent
Strongly agree	1	2.5
Agree	3	7.5
Neutral	3	7.5
Disagree	33	82.5
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that 2.5% of the respondents strongly agreed that it is easy for them to communicate with the top management, 7.5% of the respondents agreed that it is easy for them to communicate with the top management, 7.5% of the respondents neither agreed nor disagreed that it is easy for them to communicate with the top management, 82.5% of the respondents disagreed that it is easy for them to communicate with the top management.

**TABLE 4.13**

**THERE IS A GRIEVANCE REDRESSAL COMMITTEE IN THE ORGANIZATION**

Degree of response	No. Of respondents	Percent
Strongly agree	0	0
Agree	0	0
Neutral	4	10
Disagree	35	87.5
Strongly disagree	1	2.5
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that no respondents either agree or strongly agree that there is an effective grievance redressal system in the organization, 10% of the respondents neither agreed nor disagreed that there is an effective grievance redressal system in the organization, 87.5% of the respondents disagreed that there is an effective grievance redressal system in the organization, 2.5% of the respondents strongly disagreed that there is an effective grievance redressal system in the organization.

**TABLE 4.14**

**I AM SATISFIED WITH THE GRIEVANCE HANDLING PROCEDURE IN THE ORGANIZATION**

Degree of response	No. Of respondents	Percent
Strongly agree	1	2.5
Agree	35	87.5
Neutral	4	10
Disagree	0	0
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that 2.5% of the respondents strongly agrees that they are satisfied with the grievance handling procedure in the organization, 87.5% of the respondents agreed that they are satisfied with the grievance handling procedure in the organization, 10% of the respondents neither agreed nor disagreed that they are satisfied with the grievance handling procedure in the organization and none of the respondents fall into the other categories.

**TABLE 4.15****THERE IS AN EFFECTIVE TRADE UNION IN THE ORGANIZATION**

Degree of response	No. Of respondents	Percent
Strongly agree	2	5
Agree	3	7.5
Neutral	2	5
Disagree	33	82.5
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that 5% of the respondents strongly agreed that there is an effective trade union in the organization, 7.5% of the respondents agreed that there is an effective trade union in the organization, 5% of the respondents neither agreed nor disagreed that there is an effective trade union in the organization, 82.5% of the respondents disagreed that there is an effective trade union in the organization.



**TABLE 4.16**

**I AM SATISFIED WITH THE WAGES I GET**

Degree of response	No. Of respondents	Percent
Strongly agree	0	0
Agree	2	5
Neutral	2	5
Disagree	36	90
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that no respondents strongly agree that they are satisfied with the wages that they get, 5% of the respondents agree that they are satisfied with the wages that they get, 5% of the respondents neither agreed nor disagreed that they are satisfied with the wages that they get, 90% of the respondents disagreed that they are satisfied with the wages that they get.

**TABLE 4.17**

**I AM SATISFIED WITH THE ACCOMMODATION PROVIDED**

Degree of response	No. Of respondents	Percent
Strongly agree	2	5
Agree	35	87.5
Neutral	3	7.5
Disagree	0	0
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that 5% of the respondents strongly agreed that they are satisfied with the accommodation provided, 87.5% of the respondents agreed that they are satisfied with the accommodation provided, 7.5% of the respondents neither agreed nor disagreed that they are satisfied with the accommodation provided.

**TABLE 4.18****EMPLOYEES CAN AVAIL ALL STATUTORY BENEFITS LIKE ESI**

Degree of response	No. Of respondents	Percent
Strongly agree	4	10
Agree	34	85
Neutral	2	5
Disagree	0	0
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that 10% of the respondents strongly agreed that employees avail all statutory benefits like ESI, 85% of the respondents agreed that employees avail all statutory benefits like ESI, 5% of the respondents neither agreed nor disagreed that employees avail all statutory benefits like ESI.

**TABLE 4.19**

**ADEQUATE TRAINING IS PROVIDED FOR SKILL ENHANCEMENT**

Degree of response	No. Of respondents	Percent
Strongly agree	2	5
Agree	34	85
Neutral	2	5
Disagree	2	5
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that 5% of the respondents strongly agreed that 5% of the respondents strongly agreed that adequate training is provided for skill enhancement, 85% of the respondents agreed that adequate training is provided for skill enhancement, 5% of the respondents neither agreed nor disagreed that adequate training is provided for skill enhancement, 5% of the respondents disagreed that adequate training is provided for skill enhancement.

**TABLE 4.20**

**I AM HAPPY WITH THE TRAINING PROVIDED**

Degree of response	No. Of respondents	Percent
Strongly agree	1	2.5
Agree	35	87.5
Neutral	2	5
Disagree	2	5
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that 2.5% of the respondents strongly agreed that they are happy with the training provided, 87.5% of the respondents agreed that they are happy with the training provided, 5% of the respondents neither agreed nor disagreed that they are happy with the training provided, 5% of the respondents disagreed that they are happy with the training provided.

**TABLE 4.21****THE HOSTEL PROVIDES SAFE AND SECURE ACCOMMODATION**

Degree of response	No. Of respondents	Percent
Strongly agree	36	90
Agree	4	10
Neutral	0	0
Disagree	0	0
Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that 90% of the respondents strongly agreed that the hostel provides safe and secure accommodation, 10% of the respondents agreed that the hostel provides safe and secure accommodation.

**TABLE 4.22****THERE IS NO SEXUAL HARRASSMENT IN THE WORKPLACE**

Degree of response	No. Of respondents	Percent
Strongly agree	36	90
Agree	4	10
Neutral	0	0
Disagree	0	0

Strongly disagree	0	0
Total	40	100.0

**INFERENCE:**

From the above table it can be seen that 90% of the respondents strongly agreed that there is no sexual harassment in the workplace and 10% of the respondents agreed that there is no sexual harassment in the workplace.

**4.2 STATISTICS USED**

- Initially the questions are categorized into seven broad categories.
- The mean and the standard deviation for each of the category is found.
- The one with the lowest value indicates the reason which negatively impacts the overall job satisfaction.
- The one with the highest value indicates the factor which positively impacts the overall job satisfaction
- Inorder to analyze more deeply we take each of the factors and compute the mean, standard deviation independently.
- ANOVA test is performed using the hypothesis to find if there is any significant relationship between the means and the variances.
- Here One-way ANOVA is used to compare the effects of one factor on continuous dependent variable.

### 4.3 ANALYSIS OF ORGANIZATIONAL CLIMATE AT EMPLOYEE LEVEL USING DESCRIPTIVE STATISTICS AND ONE-WAY ANOVA

Overall table showing the mean and standard deviation for the factors considered:

**Table 4.23**

**Descriptive Statistics**

	N	Mean	Std. Deviation
WorkEnvironment	40	3.6722	.13778
Empowerment	40	2.9507	.19221
communication	40	3.4000	.21616
GrievanceHandling	40	2.7250	.24907
Compensation	40	3.4398	.24464
Training	40	4.1125	.40012
womenConcern	40	4.8625	.37532
Valid N (listwise)	40		

Here the overall mean is 3.5947 which indicates the overall job satisfaction. The value is greater than the mid value of 2.5 which means the overall job satisfaction is good still leaving areas for improvement which will increase the overall job satisfaction to excellent.

From the above table we can find that the mean for the various factors. They are ranked from the lowest:

- 1) **Grievance handling-** The mean is 2.7 which is found to be the lowest. There is no effective grievance redressal system. It was also found that there is some delay in the handling of the grievances. There is no exact procedure for handling the grievances. This brings about the suggestion for improving the grievance redressal system.
- 2) **Empowerment-** The next lower value for the mean goes to empowerment. This means that the management accepts the suggestions of the employees to a certain extent. The same goes for rewarding the employees for their suggestions.
- 3) **Communication-** Communication gets the next lower rating. This means that the management has to take the responsibility of communicating clearly the duties, responsibilities and also the management policies.

- 4) **Compensation-** The compensation gets the next lower rating. This is because the employees expressed a dissatisfaction regarding the wages they were paid although they were satisfied with the accomodation provided.
- 5) **Work environment-** The next rating is given to Work Environment. This is because of the scores given to the various factors pertaining to food, safety measures, mecal facilities, their level of comfort working OT.
- 6) **Training-** Work Environment is followed by Training. This is based on the scores given to the presence of an effective training system and the level of satisfaction with the training provided.
- 7) **Women concern-** The highest rating is given to the concern expressed by the firm towards their women employees.

Next we have taken each and every factor seperately and found the mean and the standard deviation in order to know the exact reason that has an impact on the factor.

### Mean and Standard deviation for Work Environment

**Table 4.24**

Descriptive Statistics			
	N	Mean	Std. Deviation
FoodQuality	40	3.8250	.44650
FoodPrice	40	3.9500	.38895
FoodQuantity	40	3.9250	.26675
SafetyMeasures	40	3.9750	.27619
MedicalEmergencies	40	4.0000	.32026
ComfortableWithOT	40	2.3500	.66216
Valid N (listwise)	40		

The above table shows the various determinants taken under the factor “Work Environment”. The mean for the level of comfort with OT is low. This is followed by food quality, food quantity, food price and other safety measures. This shows that the employees are not at all comfortable working OT. They also indicated that they are being forced to work overtime. They say that when they find it difficult to reach their targets within the deadline the employees are forced to get it done through overtime.

## ANOVA- Between work environment and Age

**Null Hypothesis:** There is no significant relationship between age and Work environment

**Alternate hypothesis:** There is significant relationship between age and Work environment

**Table 4.25**

### Descriptives

Workenvironmentmean									
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	
					Lower Bound	Upper Bound			
10-20	25	3.6680	.15111	.03022	3.6056	3.7304	3.17	3.83	
21-30	11	3.6991	.06472	.01951	3.6556	3.7426	3.67	3.83	
>31	4	3.6250	.21063	.10532	3.2898	3.9602	3.33	3.83	
Total	40	3.6723	.13778	.02178	3.6282	3.7163	3.17	3.83	

### Test of Homogeneity of Variances

Workenvironmentmean				
Levene Statistic	df1	df2	Sig.	
1.218	2	37	.307	

### ANOVA

Workenvironmentmean					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.017	2	.009	.443	.646
Within Groups	.723	37	.020		
Total	.740	39			

The above table shows that the significance for ANOVA is .646 which is greater than .05. This shows that irrespective of the age groups, all the employees feel the same about the work environment. The opinion about the work environment does not change with the age groups chosen.

The significance value of Levene Statistic is also greater than 0.05 which means there is no significant difference between the variances.

The F-Ratio which is obtained by dividing the degrees of freedom of “between the groups” and “within the groups” is 0.443 and is found to be less than one which leads to the acceptance of Null Hypothesis and rejection of Alternate Hypothesis. Thus we conclude that there is no significant relationship between Age and Work Environment.



## Mean and Standard deviation for employee empowerment

Table 4.26

### Descriptive Statistics

	N	Mean	Std. Deviation
SystemEfficiency	40	3.8500	.36162
SuggestionAcceptance	40	2.7000	.60764
Rewards	40	2.2750	.59861
Valid N (listwise)	40		

The above table shows the various determinants for the factor “Empowerment”. The mean value for rewarding the employees for their suggestions is low. This indicates that employees are rewarded only to a certain extent for their suggestions by the management. This is followed by the acceptance of suggestions with the mean value of 2.7. Hence the organization has to improve its attention on accepting the employees and rewarding them for the same.

### ANOVA- Between Employee Empowerment and Experience

**Null Hypothesis:** There is no significant relationship between experience and Employee Empowerment.

**Alternate hypothesis:** There is significant relationship between Experience and Employee Empowerment.

**Table 4.27**

**Descriptives**

EmpowermentMean								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
0-2	12	2.9450	.19053	.05500	2.8239	3.0661	2.67	3.33
3-5	20	2.9340	.13543	.03028	2.8706	2.9974	2.67	3.00
>5	8	3.0013	.30861	.10911	2.7432	3.2593	2.67	3.67
Total	40	2.9508	.19221	.03039	2.8893	3.0122	2.67	3.67

**Test of Homogeneity of Variances**

EmpowermentMean				
Levene Statistic	df1	df2	Sig.	
.584	2	37	.563	

**ANOVA**

EmpowermentMean					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.026	2	.013	.345	.710
Within Groups	1.414	37	.038		
Total	1.441	39			

The above table shows that the significance for ANOVA is .710 which is greater than .05. This shows that irrespective of the experience, all the employees feel the same about the degree of empowerment given to them. The opinion about the degree of empowerment does not change with the age groups chosen.

The significance value of Levene Statistic is also greater than 0.05 which means there is no significant difference between the variances.

The F-Ratio which is obtained by dividing the degrees of freedom of “between the groups” and “within the groups” is 0.345 and is found to be less than one which leads to the acceptance of Null Hypothesis and rejection of Alternate Hypothesis. Thus we conclude that there is no significant relationship between Experience and Degree of Empowerment.

## Mean and Standard deviation for Compensation and other benefits

Table 4.28

Descriptive Statistics			
	N	Mean	Std. Deviation
WageSatisfaction	40	2.1250	.60712
AccomodationSatisfaction	40	4.0750	.47434
StatutoryBenefits	40	4.1250	.46340
Valid N (listwise)	40		

The above table shows the determinants for the factor “Compensation and Benefits”. Here Wage Satisfaction receives the lowest mean score. This is based on the fact that the employees expressed huge dissatisfaction regarding the wages they receive. Hence the organization should revise their wages allotted to the employees. The other determinants namely accommodation satisfaction and the availability of the statutory benefits get the highest mean score. This shows that the employees are provided with good accommodation satisfying their basic needs and there is also proper provision of the statutory benefits.

### ANOVA- Between Compensation availed and Experience:

**Null Hypothesis:** There is no significant relationship between experience and Compensation availed.

**Alternate hypothesis:** There is significant relationship between Experience and Compensation availed.

**Table 4.29**

**Descriptives**

CompensationMean								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
0-2	16	3.4150	.15205	.03801	3.3340	3.4960	3.33	3.67
3-5	16	3.4769	.29832	.07458	3.3179	3.6358	3.33	4.33
>5	8	3.4150	.29655	.10485	3.1671	3.6629	3.00	4.00
Total	40	3.4397	.24464	.03868	3.3615	3.5180	3.00	4.33

**Test of Homogeneity of Variances**

CompensationMean				
Levene Statistic	df1	df2	Sig.	
1.574	2	37	.221	

**ANOVA**

CompensationMean					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.037	2	.018	.296	.746
Within Groups	2.297	37	.062		
Total	2.334	39			

The above table shows that the significance for ANOVA is .746 which is greater than .05. This shows that irrespective of the experience, all the employees feel the same about the compensation and other benefits given to them. The opinion about the degree of empowerment does not change with the age groups chosen.

The significance value of Levene Statistic is also greater than 0.05 which means there is no significant difference between the variances.

The F-Ratio which is obtained by dividing the degrees of freedom of “between the groups” and “within the groups” is 0.345 and is found to be less than one which leads to the acceptance of Null Hypothesis and rejection of Alternate Hypothesis. Thus we conclude that there is no significant relationship between Experience and Degree of Empowerment.

### Mean and Standard deviation for Communication:

Table 4.30

**Descriptive Statistics**

	N	Mean	Std. Deviation
DutyAwareness	40	4.0250	.27619
ManagementPolicies Awareness	40	3.9250	.26675
Communication	40	2.2500	.58835
Valid N (listwise)	40		

The above table shows the various determinants for the factor “Communication”. Here Degree of Communication with the top management receives the lowest mean value. This shows that the employees find it very difficult to communicate their suggestions and grievances with their supervisors and their top management. This is followed by the Awareness of the management policies with the mean score of 3.93. This shows that the employees are not very clear of their management policies prevailing in their organization and the company has to take steps to educate the employees regarding the same. However the awareness of their duty receives the highest score. This is because the moment the employees step into the organization they are made very clear about their roles and responsibilities.

### Mean and Standard deviation for Grievance Handling:

Table 4.31

**Descriptive Statistics**

	N	Mean	Std. Deviation
EffectiveGrievance RedressalCommittee	40	2.0500	.38895
GrievanceHandling Satisfaction	40	3.9250	.52563
EffectiveTradeUnion	40	2.2000	.75786
Valid N (listwise)	40		

From the above table, it is seen that the mean value for effective grievance redressal committee is low. This means that the organization has to concentrate on forming an effective grievance redressal committee. Employees will have a good job satisfaction only when they feel that their grievances are heard off and at the same time it is also quickly resolved. Only when the mind is peaceful they will be

able to contribute to the fullest in their job. This is possible only through an effective grievance redressal committee. The satisfaction regarding the handling of the grievances is also low. Hence measures must be taken to form an effective grievance committee dedicated solely to the purpose of handling the grievances.

### Mean and Standard deviation for Training and Development System:

Table 4.32

#### Descriptive Statistics

	N	Mean	Std. Deviation
AdequateTraining	40	3.9500	.38895
TrainingSatisfaction	40	4.2750	.55412
Valid N (listwise)	40		

From the above table we can find that the mean score for adequacy of the training in the organization is low compared to the other determinant namely "Training satisfaction". This indicates that periodical training must be institutionalized. Training must be made mandatory for the employees at all levels. The satisfactory level of the employees must be checked periodically and the training module must be changed accordingly to fit their needs.

### Mean and Standard deviation for women concern in the organization:

Table 4.33

#### Descriptive Statistics

	N	Mean	Std. Deviation
SafeAccomodation	40	4.8500	.42667
NoSexualHarassment	40	4.8750	.40430
Valid N (listwise)	40		

From the above table we can find that both “Safe Accommodation” and “No Sexual Harassment” gets a high score for the mean value. This indicates that the organization takes good care of the female employees. They provide a very safe accommodation for the women employees. There is also a women welfare officer to take care of the problems faced by the female employees

#### 4.4 INTRAFACOR COMPARISON:

In order to find whether there is any relationship between two factors I have used the correlation analysis.

**There is effective communication between the top level management and the workers**

**The workers are aware of the management policies**

**Null Hypothesis:** There is no relationship that exists between “there is no effective communication between the top level management and the workers and “the workers are aware of the management policies”.

**Alternate Hypothesis:** There is a relationship that exists between “there is no effective communication between the top level management and the workers and “the workers are aware of the management policies”.

**Table 4.34**

**Correlation between communication and management policy awareness**

		Management Policies Awareness	Communication
Management Policies Awareness	Pearson Correlation	1	-.531**
	Sig. (2-tailed)		.000
	N	40	40
Communication	Pearson Correlation	-.531**	1
	Sig. (2-tailed)	.000	
	N	40	40

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

Since the significant value=.001 and is lesser than the level of significance 0.05 the null hypothesis is rejected, it is concluded that there is a relationship that exists between “there is no effective communication between the top level management and the workers and “the workers are aware of the management policies”. The good relations will enable the workers to clarify their doubts regarding the various policies freely with the managers. It can be inferred that a change in one variable will lead to a change in other variables also.



## **CHAPTER –V**

### **CONCLUSIONS**

#### **5.1 FINDINGS OBTAINED THROUGH STATISTICAL ANALYSIS:**

##### **5.1.1 DEGREE OF JOB SATISFACTION- FINDINGS:**

- Majority of the respondents strongly agree on the following aspects:
  - The hostel provides safe and secure accommodation
  - There is no sexual harassment in the workplace
- Majority of the respondents agree on the following aspects:
  - The food provided in the canteen is of superior quality
  - The food provided in the canteen is reasonably priced
  - The canteen provided sufficient food
  - The organization provides the required safety gear(ear muff, mask etc)
  - The organization is well equipped to handle medical emergencies
  - There is an efficient suggestion system/ scheme in the organization
  - I am clear about my duties and responsibilities
  - I am clear about the management policies
  - I am satisfied with the grievance handling procedure in the organization
  - I am satisfied with the accommodation
  - Adequate training is provided for skill enhancement
  - I am happy with the training provided
- Majority of the respondents disagree on the following aspects:
  - Employee suggestions are rewarded
  - I am satisfied with the wages I get
  - It is easy to communicate with the top management
  - There is a grievance redressal committee in the organization
- Majority of the respondents remained neutral on the following aspects:
  - I am comfortable with working overtime if the organization demands
  - The management accepts my suggestions

It was also found that the number of OT hours varies between 4 to 8 and that they get one day off per week.

### **5.1.2 SIGNIFICANT DIFFERENCE IN JOB SATISFACTION-FINDINGS:**

There is significant difference between “There is effective communication between the top level management and the workers” and “Employees are highly satisfied with the grievance handling procedure in the organization”.

### **5.1.3 INTRAFACITOR COMPARISON- FINDINGS:**

There is a relationship that exists between “there is no effective communication between the top level management and the workers and “the workers are aware of the management policies”. The good relations will enable the workers to clarify their doubts regarding the various policies freely with the managers. It can be inferred that a change in one variable will lead to a change in other variables also.

### **5.1.4 ONE WAY ANOVA FINDINGS:**

- There is no significant relationship between age and Work environment.
- There is no significant relationship between experience and Employee Empowerment.
- There is no significant relationship between experience and Compensation availed.

### **5.2 FINDINGS OBTAINED THROUGH INTERACTION WITH EMPLOYEES:**

- 1) Regarding food, they are provided only with sambar all the day. Hence the company can make some efforts to provide different varieties of curry.
- 2) Suggestions from the employees are not encouraged. Employees must be motivated to come out with some innovative suggestions which will help in the improvement of the organization. Rewards must be given for every valuable suggestion obtained from the employees
- 3) There is no job enrichment. Employees are not motivated to work in two departments simultaneously. There was a high interest expressed by the employees to work in different departments namely spinning, doubling, preparatory, finishing, reeling and packing. But they are allowed to work only in the doubling department.
- 4) The bathroom facilities in the hostel are very poor. Hence the organization should take enough measures for the proper maintenance of the bathroom facilities.

- 5) They do not have a team leader to motivate them during the working hours. Hence they need women team leader in their workplace in order to tell their problems and their suggestions freely.
- 6) The female employees are finding it very hard to cope with the OT hours. The number of OT hours varies from 8 to 16. The doctor from the hostel also complained that women employees become very lean due to work overload and are facing some health problems.
- 7) The doctor also recommends having a hemoglobin test for the female employees for every six months and they also need the necessary equipment in the hostel itself.
- 8) Employees are also not satisfied with the wages. Hence the organization should revise their current system of wages. They want their salary to be raised to Rs.3000.
- 9) The female employees also placed a suggestion that they need a basic computer course to be taught in their hostel. Hence the organization can take some initiatives to provide the female employees with some courses like computer, Basic English, painting, embroidery and so on.
- 10) The female employees also placed a complaint there they are scolded very hard by their supervisors. Whenever the employees commit any mistakes, they are rebuked by their superiors. This should not be the case because the employees should be given enough freedom to commit mistakes. Only then they will come out with new suggestions.
- 11) Also there is no effective grievance redressal system. This is very important for any organization.

## APPENDICES

### MANAGERIAL LEVEL

Age:

Gender:

Qualification:

Months of experience:

S No.	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The timings in the organization are flexible.					
2.	Risk taking is encouraged in the organization.					
3.	Employees are motivated to perform at their highest levels of efficiency.					
4.	I am satisfied with the transportation facilities provided.					
5.	I am satisfied with the performance appraisal conducted in the organization.					
6.	Promotions are given basis of the performance.					
7.	Efforts are recognized by peers and the management.					
8.	I prefer monetary rewards over non-monetary rewards.					
9.	I am empowered to take decisions.					
10.	Organizational conflicts are resolved in a satisfactory manner.					
11.	What changes do you suggest to improve the organizational climate?					

## EMPLOYEE LEVEL

S No.	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The food provided in the canteen is of superior quality					
2.	The food provided in the canteen is reasonably priced					
3.	The canteen provides sufficient food.					
4.	The organization provides the required safety gear (ear muff, masks etc)					
5.	The organization is well equipped to handle medical emergencies.					
6.	How many hours do you work overtime?					
7.	I am comfortable with working overtime if the organization demands.					
8.	There is an efficient suggestion system/scheme in the organization.					
9.	The management accepts my suggestions.					
10.	Employee suggestions are rewarded.					
11.	I am clear about my duties and responsibilities.					
12.	I am clear about the management policies.					
13.	It is easy to communicate with the top management.					
13.	There is a grievance redressal committee in the organization.					

14.	I am satisfied with the grievance handling procedure of the organization.					
15.	There is an effective Trade Union in the organization.					
16.	I am satisfied with the wages I get.					
17.	I am satisfied with the accommodation.					
18.	Employees can avail all statutory benefits like ESI.					
19.	Adequate training is provided for skill enhancement.					
20.	I am happy with the training provided.					
21.	How many casual and annual leaves are you entitled for? Are you satisfied?					
22.	What changes do you suggest to improve the organizational climate?					

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