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A study on organizational climate in M/S Lakshmi Mills Limited

SUMMER PROJECT REPORT
Submitted to the
Faculty of Management Sciences, Anna University
In partial fulfillment of the requirement
For the award of the degree of
MASTER OF BUSINESS ADMINISTRATION

By

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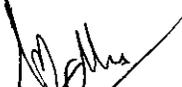
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BONAFIDE CERTIFICATE

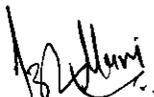
Certified that this project titled 'A study on organizational climate M/S Lakshmi Mills Limited is the bonafide work of Miss. **D. Kiritiga (Reg. no: 71205631029)**, who carried out this research under my supervision. Certified further , that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

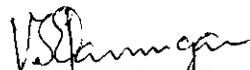

B. Subramani
Faculty Guide


Prof. S. GANESAN
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Evaluated and Viva Voce conducted on _____

14/11/06


Examiner 1


Examiner 2

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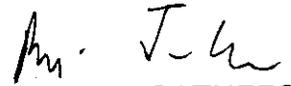
TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. D. Kiritiga**, II Year MBA, student from Kumaraguru College of Technology, Coimbatore. She has done project titled "**A Study on Organisational Culture**" in our Mills from 01.07.2006 to 09.08.2006.

During the above period her conduct and character were found to be **Good.**

We wish her all success in future endeavours.

For the Lakshmi Mills Company Limited,



P.M.JAGATHEESAN

General Manager

Personnel & Human Resources



11/8/06

DECLARATION

DECLARATION

I, hereby declare that this project report entitled as “**A STUDY ON ORGANIZATIONAL CLIMATE IN LAKSHMI MILLS, COIMBATORE**”, has undertaken for academic purpose submitted to Anna University in partial fulfillment of requirement for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of Lecturer Mr.B.Subramani, during the academic year 2006-2007.

I, also declare hereby, that the information given in this report is correct to best of my knowledge and belief.



(Kiritiga.D)

Place : Coimbatore

Date :.....:

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

I express my sincere gratitude to our beloved correspondent **Prof. Dr. K. Arumugam**, the prime guiding sprit of Kumaraguru College of technology.

I extend my heartfelt thanks to Principal **Dr. Joseph V.Thanickal**, Kumaraguru College of Technology, for providing facilities to do this project.

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I extend my sincere thanks and gratitude to Lakshmi Mills Private limited for permitting me to do the project. Specially, I would like to thank **Mr.P.M.Jagadeesan**, general manager Human Resource for extending their co-operation and guiding me to complete this project.

I also express my sincere thanks and appreciation to my friends and family members who helped me in the completion of this project successfully.

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Organizational climate has been observed in many textile mill sector and especially among the staffs, in such a back ground this study was conducted in the Lakshmi Mills Company Limited, Coimbatore with the primary objective as to find out the working condition of the staffs. The study was conducted in Lakshmi Mills Coimbatore campus with the few staffs. A questionnaire was prepared and data was collected from the employees of the organization.

Descriptive method of research was used the data collected was analyzed using statistical tools like simple percentage analysis, chi-square the study revealed that no significant relation between education and outcome orientation, innovation and risk-taking.

Based on the findings of the study suggestions are also given for areas that need certain improvement for the betterment of M/S Lakshmi Mills Company.

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INTRODUCTION

INTRODUCTION

Problems of industrial democracy occurred in the socio-political delicate since the middle of the last century. To study the enter-group dynamics of organizational behavior. A concept known as Organizational climate has emerged. The goal of organizational behavior studies is to integrate the industrial with organization. It improves the relationship than the people and the organization that are fulfilled. It is the due responsibility of the management to build a element in which the employees can gain satisfaction and help the organization to attain the goals and objectives. In the modern contest organization climate removes the behaviors. Pollution in the inner environment of the organization and improves the quality of working life. Both work technology and management policies are part of the external environment of the organization and are therefore subject to control and manufacturing by the night. While the concept of work and technology has now been sufficiently well organized, the same cannot be scat about of the managed and personnel policies and natures.

The Management change in the sphere of HRM is possible when it is accepted in words and deeds that a workers is not a worker is not mainly a part of hands but on invaluable source of ideas and thoughts which when given concept shape can yield enormous gains in terms of improved performance in various users.

CLIMATE:

The term climate is used to designate the quality of the external environment which conditions in turn the quality of co-operation, the development of the individual, the extent of members dedication or committment to organization goals and the efficiency for which that purpose becomes translated into results, The climate is the atmospheric in which individuals help judge reward, constraints and funds about each other .

IMPACT OF ORGANIZATIONAL CLIMATE:

Organizational climate has a major influence on human performance through its impact on individual motivation and job satisfaction. It does this by creating certain kind and expectancies about what consequence will follow from different actions. Individuals in the organization have certain expectation and fulfillment. These exception depend upon their perception as to how the organizational climate will suite 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 individuals goes a long way in determining his efficiency, organizational climate can be said to be directly related with his performance in the organization.

Organizational climate has an influence on industrial relations. The answer to this concern perhaps lies in our understanding of organizational climate.

Organizational climate gives the guidelines for dealing with people, and there by has a major influence on motivation and productivity of individuals as

well as the total work group. Most work places develop a distinct personality as climate. Climate may be thought of as the fundamental internal character of an organization that sets a pattern for how things get done. It is the rules of the company that evolved over the years. Work climate is determined largely by the expectations and attitudes of managers and the reaction of employees to their expectations and attitudes.

MEANING OF ORGANIZATIONAL CLIMATE:

Perception about an organization's goal and the discussion that a manager should look to achieve these goals come not only from formal control system but also through informal organization. Both formal and informal structures combine to create what is called organizational climate.

Hellcigal and Slocum define organization climate as a set of attributes which can be prescribed about a particular organization and on its analysis which may be induced from the way that organization deals with its members. General themes are implicit in this definition of organization climate as follows.

- Perceptual responses sought are primarily description rather than evaluation.
- The level of exclusiveness of the items scales and consequents are macro rather than micro.
- The unit of analysis lies to the attitude of the organization rather than the individuals..

Organization climate is the atmospheric condition created in an organization by the prevalent agent style and the way in which manager and staff work together. The organizational climate can be discussed in terms of the amount and quality of team work and co-operation within the organization. The effectiveness of communication, the extent to which planning are encouraged the way in which conflicts or differences of opinion are resolved, the extent to which the employees participation decision making the extent to which the organization rely upon. Natural confidence and trust between manager rather than relying on authority obedience relationships..

HISTORICAL PERSPECTIVES OF ORGANIZATIONAL CLIMATE:

The concept of organizational climate was signally developed in order to improve our understanding of individual's attitudes and behaviors. However organizational climate quickly becomes a tool for understanding the organization itself.

OBJECTIVE OF THE STUDY

OBJECTIVES

1. To study the overall perception of managerial staff on the variables constituting original culture and employee commitment.
2. To study the response of respondents on the variables of organizational culture and employee commitment.
3. To study the interdependence of Organizational climate and employee commitment.
4. To study the influence of age and educational qualification on employee commitment.
5. To offer suggestion to the organization based on the foundation of the study.

SCOPE OF THE STUDY

As far as the study area is concerned this is a maiden attempt. Today in the world of dynamic transformation in Organization climate. The study is based on bringing out a comparative outlook among existing and preferred culture of the organization. The study will provide the views and thoughts of employees towards company. Following the suggestions given in the study can manage the gap among these accurse. The inference down in the study will make the person in charge to take accurate steps in the area where is a loopholes.

As such the study will be a great help for the organization of the same type to promote and there by bring an excellence in their action.

Methodology

1.3 Research design

research design is the scheme of work to be undertaken by a researcher of various stages. It is a guide to the researcher to achieve the goal set. The research design includes mode of data to be collected, and analysis part of research. In order to study this particular topic “organizational climate” the researcher adapted “descriptive design”. Descriptive research study is concerned with describing the characteristic of nature of group. Hence the aim of the present study is to obtain accurate information on the organizational climate at Lakshmi Mills Company Limited, Coimbatore.

1.4 Data Collection

The data collected for the research is through questionnaires

Relevant materials were surfed through the net and added to the project

1.5 Tools of Analysis

The data were put in excel sheet, by using this sheet simple simple tables were drawn. Then they are analyzed using statistical techniques like percentage, standard deviation, etc....

I LIMITATIONS OF THE STUDY

1. A major limitation of the study was trying to squeeze in such a vast topic into a tight two month schedule.
2. The fear of their awareness being exposed to their superior might have acted as a mental block for the respondents to open, up, how much ever confidentiality was assured.
3. The findings of the study are confined to Lakshmi Mills and similar organizations and it cannot be generalized.

ORGANIZATIONAL PROFILE

2. INTRODUCTION TO THE ORGANISATION

2.1 PROFILE OF THE COMPANY

In many ways the history of the textile industry is reflected in the history of Lakshmi mills. For nearly a century, Lakshmi mills has contributed to the development of the industry by promoting self reliance, research, technology, import substitution and exports.

The company has endured the market upheavals & fluctuation with prowess & staying power, demonstrating that ensuring quality & customer's satisfaction as prime objectives will pave the way to success. Lakshmi mills, which was established with was found by Mr.G.Kuppusamy Naidu. The chairman of the company is Mr.G.K.Sundaram and vice chairman is Mr.S.Pathy. It is one of the best companies in textile industry. There are 3 units: Coimbatore, Palladam and Kovilpatti. LMC is a composite textile mill because it has both spinning and weaving units. It is even today looked upon with respect and a reverence, as a pioneering example & trend-setter. The company has the state of art infrastructure to product the best of yarns & fabrics. The company has 3 units to manufacture yarns & fabrics. The unit at Coimbatore has 41,952 spindles & 245 looms. The annual turnover of the company is around Rs150 crore

PRODUCT

The product range in yarn is perhaps one of the best and it includes 100% staple fibre yarn, 100% polyester yarn , polyester viscose blended yarn in blends of 48%: 52% to 65%:35% cotton combed yarn and cotton fabrics. Cotton fabrics are exported to U.K., Italy & other European countries. Lakshmi mills exports to the tune of Rs.300 million per annum and annual turn over is Rs.200 croresLakshmi mills has a well organized network of yarn depots at Bombay, Calcutta, net work of cloth agents located at Bombay ,Calcutta Delhi , Chennai & Bangalore meets the need of the ever growing garment Indus

WAY OF LIFE IN LAKSHMI MILLS

Lakshmi mills company is much than a corporate entity. As a concerned and responsible corporate citizen the company recognizes the needs of to develop the physical, mental and spiritual facilities to the people. The Lakshmi group has established a 350 bed multidisciplinary referral hospital, runs educational institutions from nursery to graduation, many temples and several outstanding factories. Lakshmi mills company group supplies the entire range of widest Swiss collaboration this group has maintained international norms of quality.

2.2 MANAGEMENT OF LAKSHMI MILLS Ltd

The company is managed by the chairman & M.D.Mr.K.Sundaram, and the vice chairman of the company is Mr.S.Pathy, plays a vital role in the management policy, decision making of the company and also implementation of plans at financial level. Chairman has more than 60 yrs of experience and he is the member of the cotton advisory board, president of Textile Machinery Manufacturers Association.

Board of directors;

Sri V.Jagannathan

Dr.D.Jayavarthnavelu

Justice G.Ramanujam (retd)

Sri P. Sabanayagam

Sri R.Santharam

Sri Sathish Ajmera

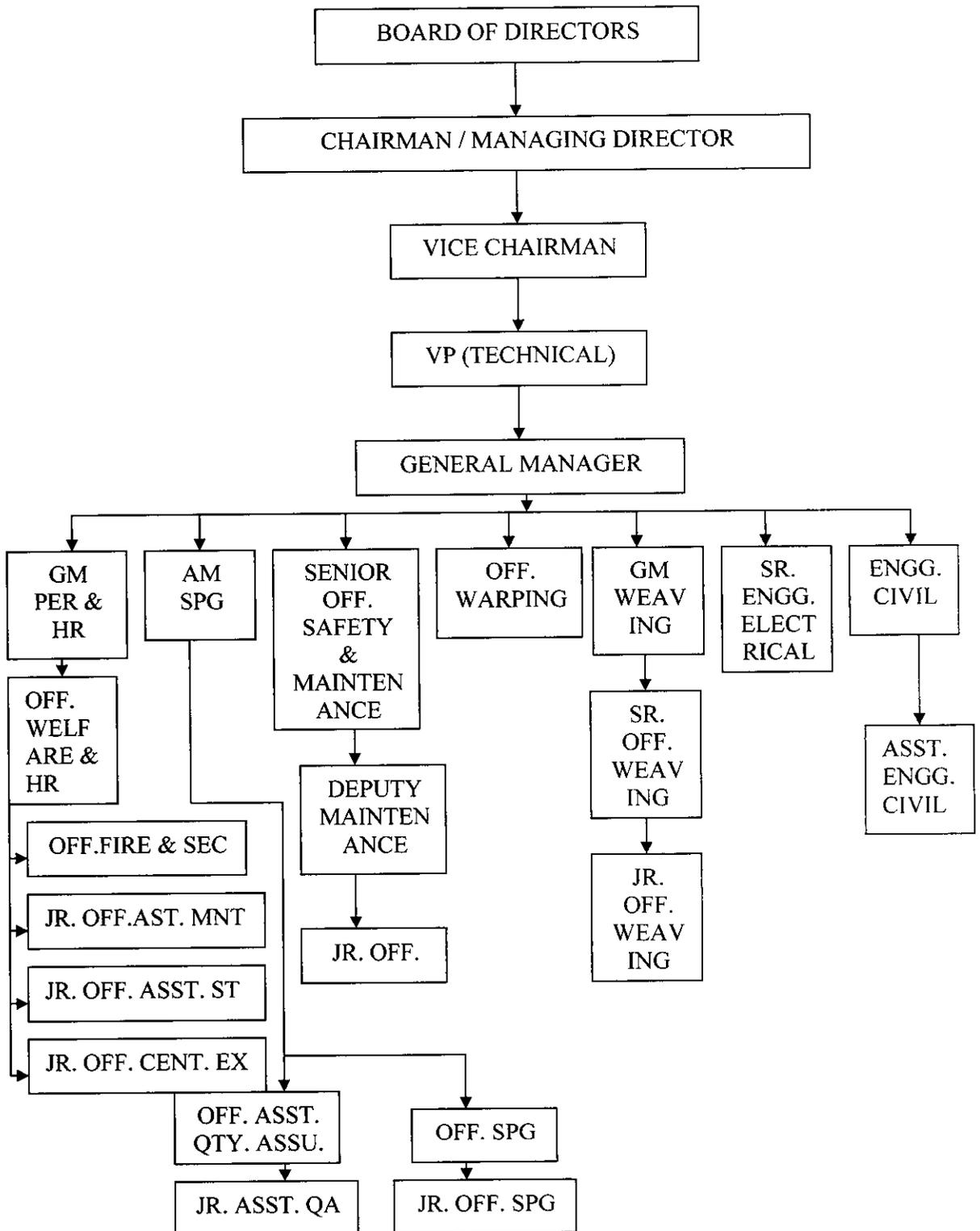
Sri V.S.Velayutham

Managing directors:

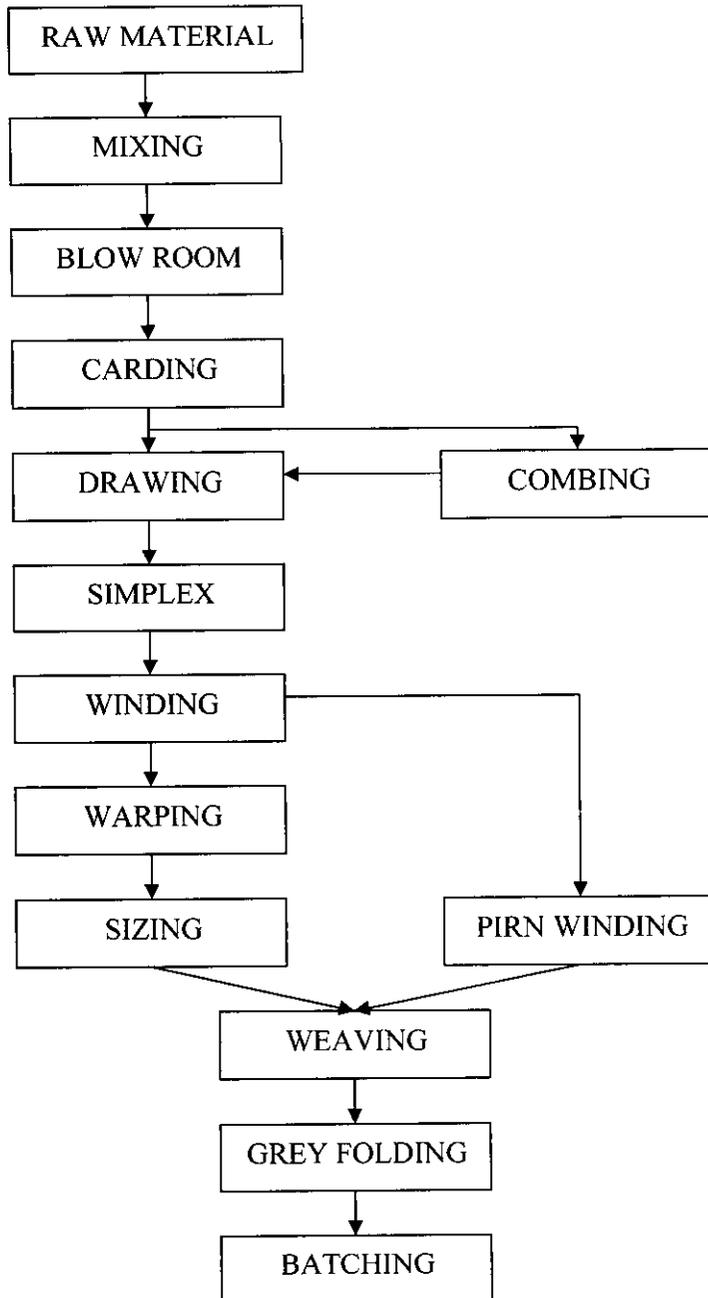
Sri K.Sundaram (chairman)

Sri S.Pathy (vice chairman}

2.3 ORGANISATIONAL CHART



THE PROCESS YARN MANUFACTURE



2.4 DEPARTMENTS IN LAKSHMI MILLS

PRODUCTION

WAREHOUSE

QUALITY ASSURANCE

TIME OFFICE

HUMAN RESOURCE DEVELOPMENT

PRODUCTION DEPARTMENT

Any textile mill, generally has three processes namely, preparatory process, spinning process and post spinning processes.

QUALITY ASSURANCE DEPARTMENT

QUALITY POLICY

“The company endeavors to ensure at every level of production and distribution, the highest standards of quality and customers satisfaction to ensure that all processes, methods and products are relevant to market demands and technological advancement.”

The company has ISO9001: 2000 certification from BVQI.

TIME OFFICE

The workers wages and attendance are monitored by the time office department. There are 7 staffs in this department and they keep track of workers attendance with the help of attendance punching cards. These cards have holes which correspond to a particular number and each employee has a particular number. These cards are inserted in an electronic device and data is updated in computer. Employees attendance are recorded in yellow card which signifies that he/she is given leave with pay, this is the case only if the employee has attended 240 days last year. Pink card signifies no leave with pay. Wages is Rs.50/- + Rs.5/- per day for the workers. Double wages is given to those employees who work on national holiday. There are 3 shifts in LMC:

- Blue – 1st shift (7 am – 3.30 pm)
- Red – 2nd shift (3.30 pm – 12 am)
- Green – 3rd shift (12 am – 7 am)

Details regarding any worker are marked with the colours mentioned above according to their shifts.

2.5 HUMAN RESOURCE DEVELOPMENT

HR department has come up with lots of innovative practices which help the employees in various ways. This department recruits employees by conducting personnel interviews. They also conduct classes for the employees which is a means of training for them. In co-operative credit society the employees have established thrift society, by extending their savings by way of thrift every month and extending various loans and services to their members. They offer personal loan i.e. maximum of one lakh at 9% interest rate, educational loan, funeral expenses of Rs.5000 in case of any death in the members family, mediclaim policy and insured sum of Rs.3,00,000/- in case of personal accident. Other innovative practise of HR is they have co-operative stores where they supply provisions and other house hold articles. The co-operative building

society offers various loans for house construction, house repair works, etc. All the employees who are not eligible for bonus are being paid ex-gratia payment once in a year. Maximum amount of Rs.20,000/- for workers and Rs.30,000/- for staffs are paid as death relief fund. They also have educational award and attendance award. Personal counselling, grievance handling and mentoring is done. Attendance bonus is paid to employees who attend all days in a month. Superannuation fund is contributed to executives. Shoes, caps, uniform, rest room, hostel and transport facilities are provided to women employees. Type writing class, tailoring class, computer class, recreational facilities and library are the various benefits offered to women employees. Personality development will be conducted by the outside agency, frequently to the women employees. These are the various innovative practises of human resource development department.

The department of human resources is involved in a wide range of activities from the recruitment of the employees to the retirement. The areas are,

- Selection and recruitment
- Training
- Performance appraisal
- Wages and grievance handling
- Trade union activity
- Technological improvements
- Counselling

SELECTION AND RECRUITMENT

The recruitment of workers is done through advertisement and through references from higher authorities and friends. It is mandatory to notify the employment exchange whenever a vacancy arises. Voluntary applications are yet another way of recruitment of workers. The following methods are used as tools for selection namely, psychological tests, trade tests, interview, medical examination and biographical factors. Interview is done by a panel containing the head of the department and the general manager (HR) for the selection of the technical staff and supervisors. Medical

examination includes general tests, cardio-vascular, respiratory, gastro-intestinal, central nervous system, eyes, etc

TRAINING

Training can be of two types namely, job training and attitude training. The three objectives of training are popularly known as ASK aimed at attitude, skill, and knowledge. The training may be in-house, sponsoring from the outside agencies and inviting experts. They are also deputed to the training programmer organized by SIMA, SITRA (South Indian Textile Research Association), CMA (Coimbatore Management Association), AIMA (All India Management Association), NIPM (National Institute of Personnel Management) and CII (Confederation of Indian Industries). In the past four yrs, the HRD on various fields like 6 sigma, quality circle, Total Productive Maintenance (TPM), and Total Quality Management (TQM) organized training programmes.

PERFORMANCE APPRAISAL

It is a means of constantly monitoring the performance of the personnel. Rewarding the employees helps in the retention of the employees. Appraisal in LMC is done in two stages; one is during the training period and another at the time of promotion. Workers are appraised once in 6 months and staff, once in an year. The appraisal data is used for salary increments, promotions, individual development, job rotations and counsel. A regular database is maintained for this.

WAGES AND GRIEVANCE HANDLING

Retaining the workforce has become one of the major concerns of the HR. The board of directors of the Lakshmi mills after consulting with the HRD formulates the salary and wages policy, in accordance with the Payment of wages act. LMC unfortunately does not have a structured grievance handling system. Bonus issues raised by the employees are settled through negotiation. Absenteeism is a common problem and

is difficult to reason it. It is mainly due to the irresponsibility of the worker. Some of the disciplinary violations are disobeying the orders, wasting raw materials, theft, fraud, dishonesty, gambling, negligence of work, damaging the property of mill, etc.

TRADE UNION ACTIVITY

Trade union is an important tool for which bridges the gap between the management and workers. Apart from the All-Indian trade union, there are 6 internal trade unions with political affiliation. Whenever a common dispute arises, all the six union leaders meet with the management to resolve the dispute. LMC can take the pride that the number of major disputes is almost nil for the past 5 years. Some of the social security measures available include Provident Fund (Pf), Employee State insurance (ESI), bonus, gratuity, leave encashment accident compensation, group insurance, maternity benefits and leave travel concession (LTC).

MICRO-MACRO ANALYSIS

Macro micro analysis of Indian textiles Industry

The textile industry is the single largest foreign exchange earner for India. Currently it accounts for about 8 % of GDP, 20 % of the industrial production and over 30 % of export earnings of India and it has only 2-3 % import intensity. About 38 million people are gainfully employed with the industry making it the second largest employment providing sector after agriculture. Indian textile industry is multi-fiber based, using cotton, jute, wool, silk and man-made and synthetic fibers. In the spinning segment, India has an installed capacity of around 40 million spindles (23% of world), 0.5 million rotors (6% of world). In the weaving segment, India is equipped with 1.80 million shuttle looms (45% of world), 0.02 million shuttle less looms (3% of world) and 3.90 million handlooms (85% of world).

The organised mill (spinning) sector recorded a significant growth during the last decade, with the number of spinning mills increasing from 873 to 1564 by end March 2004. The organised sector accounts for production of almost all of spun yarn, but only around 4 percent of total fabric production. In other words, there are little over 200 composite mills in India leaving the production of fabric and processing to the decentralised small weaving and processing firms. The Indian apparel sector is estimated to have over 25000 domestic manufacturers, 48000 fabricators and around 4000 manufacturer-exporters. Cotton apparel accounts for the majority of Indian apparel exports.

Textiles Exports from India

The share of textiles and garments exports in India's total exports in the year 2003-04 stood at about 20 percent, amounting to US \$ 12.5 billion. The quota countries, USA, EU and Canada accounted for nearly 70 percent of India's garments exports and 44 percent of India's textile exports. Amongst non-quota countries, UAE is the largest market for Indian textiles and garments; UAE accounted for 7 percent of India's total textile exports and 10 percent of India's garments exports.

In terms of products, cotton yarn, fabrics and made-ups are the leading export items in the textile category. In the clothing category, the major item of exports was cotton readymade garments and accessories. However, in terms of share in total imports by EU and USA from India, these products hold relatively lesser share than products made of other fibers, thus showing the restrain in this category.



LAKSHMI MILLS IN THE ECONOMY

This was the earliest Indian company established in this part of the country for spinning of yarn and was a trend setter for the growth and development of spinning industry.

Today it has largest spindleage in the country, besides it has facilities to gas, bleach and mercerize cotton yarns.

The annual turnover of the company is around US\$ 38 million , it exports fabrics to London, italy, spain, middle east as well as far-east countries. The company is also willing to collaborate for establishment of joint venture company in India , spinning as well as weaving for supply of yarn and fabrics.

DATA ANALYSIS & INTERPRETATION

TABLE-1

OPINION ON INNOVATION AND RISK-TAKING

Innovation and risk taking

		Strongly agree	Agree	Neutral	Disagree	TOTAL
Better ways of doing things	No.	5	24	11		40
	%	12.5	60.0	27.5		100.0
Ideas and opinions	No.	6	17	14	3	40
	%	15.0	42.5	35.0	7.5	100.0
Management encourages improvement	No.	7	24	7	2	40
	%	17.5	60.0	17.5	5.0	100.0
Implementing new ideas	No.	8	20	8	4	40
	%	20.0	50.0	20.0	10.0	100.0

Inference:

It is clear from the above table regarding innovation and risk-taking 24 people (60%) agree for better way of doing things, management encourages improvement by 24 people (60%), implementing new ideas by 20 people (50%) and 17 people (42.5%) for ideas and opinions.

CHART - 1

Chart showing number of persons agreeing for innovation and risk-taking

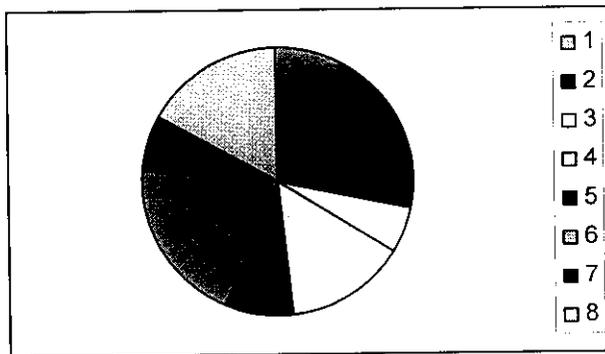


TABLE-2

OPINION ON ATTENTION TO DETAIL

Attention to detail

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	TOTAL
To exhibit precision	No.	2	27	7	4		40
	%	5.0	67.5	17.5	10.0		100.0
Communication with company	No.	2	19	12	6	1	40
	%	5.0	47.5	30.0	15.0	2.5	100.0
Job responsibilities	No.	4	24	8	3	1	40
	%	10.0	60.0	20.0	7.5	2.5	100.0

Inference:

It is clear from the above table regarding attention to detail 27 people (67.5%) agree to exhibit precision, communication with company by 19 people (47.5%) and 4 people (10%) for job responsibilities.

CHART - 2

Chart showing number of persons agreeing for attention to detail

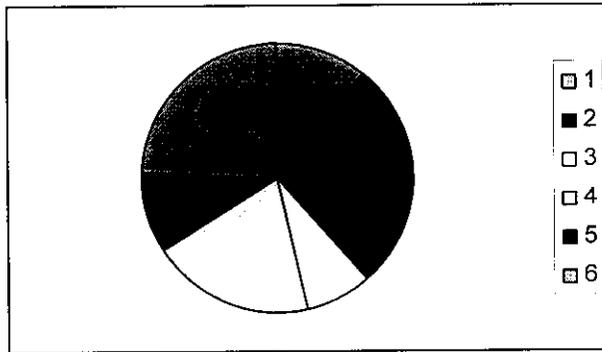


TABLE-3

OPINION ON OUTCOME ORIENTATION

Outcome Orientation

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	TOTAL
To influence their subordinates	No.		23	15	2		40
	%		57.5	37.5	5.0		100.0
To achieve the results	No.	1	22	13	4		40
	%	2.5	55.0	32.5	10.0		100.0
Squandering time watching	No.	3	17	18	1	1	40
	%	7.5	42.5	45.0	2.5	2.5	100.0

Inference:

It is clear from the above table regarding opinion on outcome orientation 23 people (57.5%) agree to influence their subordinates, achieve the results by 22 people (55%) and 17 people (42.5%) for squandering time watching.

CHART - 3

Chart showing number of persons agreeing for outcome orientation

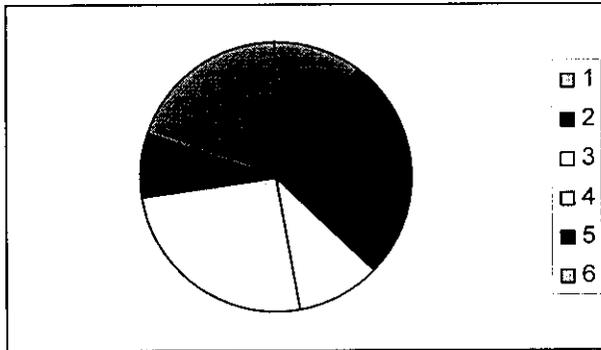


TABLE-4
OPINION ON PEOPLE ORIENTATION

People orientation

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	TOTAL
Career advancement	No.	6	21	11	2		40
	%	15.0	52.5	27.5	5.0		100.0
Use of skills and abilities	No.	5	20	13	1	1	40
	%	12.5	50.0	32.5	2.5	2.5	100.0
The effect of management decision	No.	1	17	18	3	1	40
	%	2.5	42.5	45.0	7.5	2.5	100.0
Performance appraisal	No.	2	18	15	5		40
	%	5.0	45.0	37.5	12.5		100.0
Feel a sense	No.	4	14	16	4	2	40
	%	10.0	35.0	40.0	10.0	5.0	100.0

Inference:

It is clear from the above table regarding opinion on people orientation 21 people (52.5%) agree to career advancement, use of skills and abilities by 20 people (50%), 17 people (42.5%) for effect of management decision, 18 people (45%) for performance appraisal and 14 people (35%) for feel a sense.

CHART - 4

Chart showing number of persons agreeing for people orientation

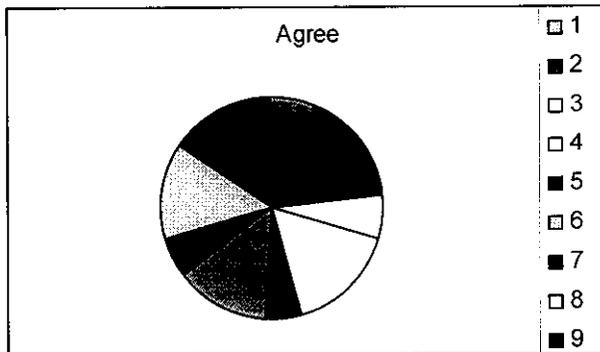


TABLE-5

OPINION ON TEAM ORIENTATION

Team Orientation

		Strongly agree	Agree	Neutral	Disagree	TOTAL
Conflicts within the group	No.	1	19	16	4	40
	%	2.5	47.5	40.0	10.0	100.0
Teams are bigger significance	No.	3	17	14	6	40
	%	7.5	42.5	35.0	15.0	100.0
Excellence in performance	No.	2	21	14	3	40
	%	5.0	52.5	35.0	7.5	100.0

Inference:

It is clear from the above table regarding opinion on team orientation 19 people (47.5%) agree to conflicts within the group, teams are bigger significance by 17 people (42.5%) and 21 people (52.5%) for excellence in performance.

CHART - 5

Chart showing number of persons agreeing for team orientation

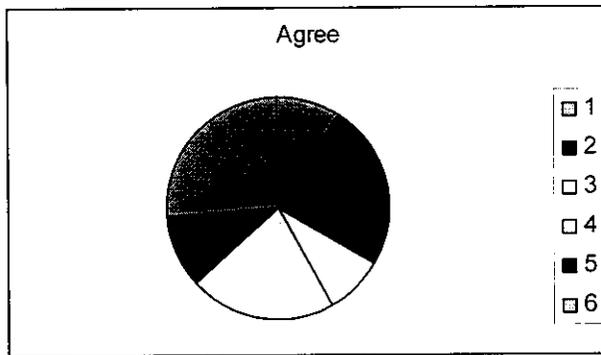


TABLE-6
OPINION ON ADAPTABILITY

Adaptability

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	TOTAL
People seek change	No.	4	16	18	2		40
	%	10.0	40.0	45.0	5.0		100.0
People adapt to the changes	No.	3	20	12	3	2	40
	%	7.5	50.0	30.0	7.5	5.0	100.0

Inference:

It is clear from the above table regarding opinion on adaptability 16 people (40%) agree to people seek change and 20 people (50%) agree for people adapt to the changes.

CHART - 6

Chart showing number of persons agreeing for adaptability

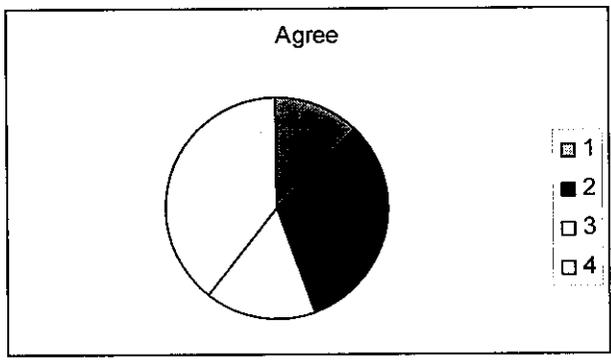


TABLE-7

TABLE SHOWING RELATIONSHIP BETWEEN EDUCATION AND SENSE OF ACCOMPLISHMENT

	Education				TOTAL	
	School		Graduate		No.	%
	No.	%	No.	%		
Sense of accomplishment	6	50.0	25	89.3	31	77.5
	6	50.0	3	10.7	9	22.5
TOTAL	12	100.0	28	100.0	40	100.0

Inference:

In this table chi-square test was applied to find there is significant relationship between education and opinion on self accomplishment, the calculated value of chi-square is found to be 5.352 which is greater than the table value of 3.841 @ 5% level of significance. Since the calculated value is greater than the table value it is inferred that there is a significant relationship between education and opinion on sense of accomplishment.

TABLE-8

TABLE SHOWING RELATIONSHIP BETWEEN EDUCATION AND INNOVATION AND RISK TAKING

	Education				TOTAL	
	School		Graduate		No.	%
	No.	%	No.	%		
Innovation and risk taking	7	58.3	13	46.4	20	50.0
	5	41.7	15	53.6	20	50.0
TOTAL	12	100.0	28	100.0	40	100.0

Inference:

In this table chi-square test was applied to find there is significant relationship between education and innovation and risk taking, the calculated value of chi-square test is found to be 0.4762 which is lesser than the table value of 3.841 @ 5% level of significance. Since the calculated value is lesser than the table value it is inferred that there is no significant relationship between education and innovation and risk taking.

TABLE-9

TABLE SHOWING RELATIONSHIP BETWEEN EDUCATION AND ATTENTION TO DEFAULT

		Education				TOTAL	
		School		Graduate		No.	%
		No.	%	No.	%		
Attention to detail	Low (<=11)	7	58.3	15	53.6	22	55.0
	High(>11)	5	41.7	13	46.4	18	45.0
TOTAL		12	100.0	28	100.0	40	100.0

Inference:

In this table chi-square test was applied to find there is significant relationship between education and attention to detail, the calculated value of chi-square is found to be 0.077 which is lesser than the table value of 3.841 @ 5% level of significance. Since the calculated value is lesser than the table value it is inferred that there is no significant relationship between education and attention to detail.

TABLE-10

TABLE SHOWING RELATIONSHIP BETWEEN EDUCATION AND OUTCOME ORIENTATION

		Education				TOTAL	
		School		Graduate		No.	%
		No.	%	No.	%		
Outcome Orientation	Low (≤ 10)	8	66.7	13	46.4	21	52.5
	High (> 10)	4	33.3	15	53.6	19	47.5
TOTAL		12	100.0	28	100.0	40	100.0

Inference:

In this table chi-square test was applied to find there is significant relationship between education and attention to detail, the calculated value of chi-square is found to be 0.077 which is lesser than the table value of 3.841 @ 5% level of significance. Since the calculated value is lesser than the table value it is inferred that there is no significant relationship between education and outcome orientation.

TABLE-11

TABLE SHOWING RELATIONSHIP BETWEEN EDUCATION AND PEOPLE ORIENTATION

		Education				TOTAL	
		School		Graduate		No.	%
		No.	%	No.	%		
People orientation	Low (≤ 18)	9	75.0	15	53.6	24	60.0
	High (> 18)	3	25.0	13	46.4	16	40.0
TOTAL		12	100.0	28	100.0	40	100.0

Inference:

In this table chi-square test was applied to find there is significant relationship between education and people orientation, the calculated value of chi-square is found to be 1.6071 which is lesser than the table value of 3.841 @ 5% level of significance. Since the calculated value is lesser than the table value it is inferred that there is no significant relationship between education and people orientation.

TABLE-12

TABLE SHOWING RELATIONSHIP BETWEEN EXPERIENCE AND SENSE OF ACCOMPLISHMENT

		Experience						TOTAL	
		<= 5 yrs		6-10 yrs		11 yrs & above		No.	%
		No.	%	No.	%	No.	%		
Sense of accomplishment	Low (<=4)	5	62.5	12	80.0	14	82.4	31	77.5
	High(>4)	3	37.5	3	20.0	3	17.6	9	22.5
TOTAL		8	100.0	15	100.0	17	100.0	40	100.0

Inference:

In this table chi-square test was applied to find there is significant relationship between experience and sense of accomplishment, the calculated value of chi-square is found to be 2.345 which is lesser than the table value of 3.841 @ 5% level of significance. Since the calculated value is lesser than the table value it is inferred that there is no significant relationship between experience and sense of accomplishment.

TABLE-13

TABLE SHOWING RELATIONSHIP BETWEEN EXPERIENCE AND INNOVATION AND RISK TAKING

		Experience						TOTAL	
		<= 5 yrs		6-10 yrs		11 yrs & above		No.	%
		No.	%	No.	%	No.	%		
Innovation and risk taking	Low (<=15)	5	62.5	9	60.0	6	35.3	20	50.0
	High(>15)	3	37.5	6	40.0	11	64.7	20	50.0
TOTAL		8	100.0	15	100.0	17	100.0	40	100.0

Inference:

In this table chi-square test was applied to find there is significant relationship between experience and innovation and risk taking, the calculated value of chi-square is found to be 1.675 which is lesser than the table value of 3.841 @ 5% level of significance. Since the calculated value is lesser than the table value it is inferred that there is no significant relationship between experience and innovation and risk taking.

TABLE-14

TABLE SHOWING RELATIONSHIP BETWEEN EXPERIENCE AND ATTENTION TO DEFAULT

		Experience						TOTAL	
		<= 5 yrs		6-10 yrs		11 yrs & above		No.	%
		No.	%	No.	%	No.	%		
Attention to detail	Low (<=11)	2	25.0	9	60.0	11	64.7	22	55.0
	High(>11)	6	75.0	6	40.0	6	35.3	18	45.0
TOTAL		8	100.0	15	100.0	17	100.0	40	100.0

Inference:

In this table chi-square test was applied to find there is significant relationship between experience and attention to detail, the calculated value of chi-square is found to be 0.878 which is lesser than the table value of 3.841 @ 5% level of significance. Since the calculated value is lesser than the table value it is inferred that there is no significant relationship between experience and attention to detail.

TABLE-15

TABLE SHOWING RELATIONSHIP BETWEEN EXPERIENCE AND OUTCOME ORIENTATION

		Experience						TOTAL	
		<= 5 yrs		6-10 yrs		11 yrs & above		No.	%
		No.	%	No.	%	No.	%		
Outcome Orientation	Low (<=10)	4	50.0	8	53.3	9	52.9	21	52.5
	High(>10)	4	50.0	7	46.7	8	47.1	19	47.5
TOTAL		8	100.0	15	100.0	17	100.0	40	100.0

Inference:

In this table chi-square test was applied to find there is significant relationship between experience and outcome orientation, the calculated value of chi-square is found to be 1.878 which is lesser than the table value of 3.841 @ 5% level of significance. Since the calculated value is lesser than the table value it is inferred that there is no significant relationship between experience and outcome orientation.

CONCLUSION

CONCLUSION

It is very much clear irrespective of the organization the management should come out with all possibilities and practices to provide a better organization climate. This study which has been done in M/S Lakshmi Mills Company Coimbatore has revealed that organization climate if given more importance will bring the best from employees especially in those areas of Innovation and risk taking, Attention to detail, Outcome orientation, People orientation, Team orientation, Adaptability.

FINDINGS

FINDINGS

The findings of the study are:

- ❖ The respondents reveal that there is no significant relationship between education and innovation and risk taking.
- ❖ The respondents reveal that there is no significant relationship between education and attention to detail.
- ❖ The respondents reveal that there is no significant relationship between education and outcome orientation.
- ❖ The respondents reveal that there is no significant relationship between education and people orientation.
- ❖ The respondents reveal that there is no significant relationship between education and trust.
- ❖ The respondents reveal that there is no significant relationship between education and team orientation.
- ❖ The respondents reveal that there is no significant relationship between education and sense of accomplishment
- ❖ The respondents reveal that there is no significant relationship between education and innovation and risk taking

SUGGESTIONS

Based on the findings of the study the suggestions to improve the organizational climate in M/S Lakshmi Mills Private Limited:

- More training must be given to the executives based on which area they lack.
- They should take necessary steps to impart training according to the present scenario.
- The worker has to undergo counseling in order to understand their capabilities and further needs.
- They should develop a system where the management will be able to find out the outcome orientation of the employees.
- The system has to be set up where all the employees are involved in the training program.

QUESTIONNAIRE

Respondants name :

Age
Gender

Male,

Female

Department :

Designation :

Qualification

- : a) School level
b) Graduate
c) Post Graduate
d) Any other qualification specify.

No.of .years of experience

- : < 5 years
06 to 10 years
11 to 15 years
16 to 20 years
21 to 25 years
25 years and above

Kindly indicate your level of agreement with each of the statement given with a (Tick) Mark..

SA-STRONGLY AGREE A – AGREE
 N- NEUTRAL D- DISAGREE SD-STROGLY DIS-AGREE.

SENSE OF ACCOMPLISHMENT.

- 1. My work gives me a sense of accomplishment

SA	A	N	D	SD

INNOVATION AND RISK TAKING.

- 2. I feel encouraged to come Up with new and better ways of doing things.
- 3. My ideas and opinions are recognized by the company .
- 4. Management encourages creativity, innovation and continuous improvement .
- 5. My superior motivates me to try and implement new ideas.

ATTENTION TO DETAIL

- 6. The employes are highly expected to exhibit precision , analysis and attention to detail.
- 7. The organization keeps us informed about what is going on in the company.

8. My superior clearly defines my job responsibilities .

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OUTCOME ORIENTATION

9. Supervisors try to use their expertise and competence rather than their formal Authority to influence their subordinates.

10. The management focuses on results or outcomes rather than the techniques and processes used to achieve those outcomes.

11. People are squandering time watching their backs instead of doing their best .

SA	A	N	D	SD

PEOPLE ORIENTATION

12. I have a clear path of career advancement

13. My job makes good use of my skills and abilities.

14. The management decisions take into consideration, the effect of outcomes on people Within the organization.

15. The performance appraisal process is fair.

16. People feel a sense of belonging to the organization

TRUST

17. People have a sense of faith and belief in the organization and its leaders.

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TEAM ORIENTATION

18. There are always conflicts within the group in performing a job .

19. Teams are given much bigger significance than the individual .

20. A business-like relationship prevails here-people are warm but get together mostly for ensuring excellence in performance.

ADAPTABILITY

21. People seek change.

22. People adapt to the changes at the work place.

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