A STUDY ON THE LEVEL OF ORGANIZATION CLIMATE PREVAILING AMONG THE EMPLOYEES
IN BHARTI AIRTEL LIMITED, CHENNAI

By

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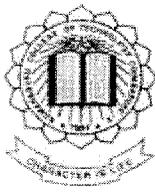**Coimbatore**

A PROJECT REPORT
Submitted to the

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for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

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DEPARTMENT OF MANAGEMENT STUDIES

KUMARAGURU COLLEGE OF TECHNOLOGY

COIMBATORE

BONAFIDE CERTIFICATE

Certified that this project report titled **"A STUDY ON THE LEVEL OF ORGANIZATION CLIMATE PREVAILING AMONG THE EMPLOYEES IN BHARTI AIRTEL LIMITED, CHENNAI"** is the bonafide work of **Ms. MUTHU MEENAKSHI.A(71206631031)** who carried out the research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

Faculty Guide   Director

Evaluated and vice-voce conducted on …03/07/08…………………

Examiner I   Examiner II

April 07, 2008

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Muthu Meenakshi.A,** 2nd year student of MBA-HR from

Kumaraguru College of Technology, Coimbatore has undergone training

from **17th Jan 2008 to 31st March 2008** in our organization.

She successfully completed her project **"A study on the level of organization climate**

prevailing in Bharti Airtel Limited,Chennai".

During the tenure of her association with us, we found her to be committed, hardworking and

sincere.

We wish her very best.

Vijay Sriram
Deputy Manager-HR Operations

DECLARATION

DECLARATION

I, hereby declare that this project report entitled as "A study on the level of organization climate prevailing among the employees in Bharti Airtel Limited, Chennai", has been 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 Prof. Mrs. Hemanalini during the academic year 2007-2008.

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

Place: Coimbatore

Date: 09.05.08

Meenakshi

(MUTHU MEENAKSHI.A)

ACKNOWLEDGEMENT

It is inevitable that thoughts and ideas of other people tend to drift into the subconscious when one feels to acknowledge helping derived from others. I acknowledge to all those who have helped me in the preparation of this project work.

I would like to thank the god almighty for his guidance without whom this project wouldn't have become reality.

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Lastly I thank all the employees in the organization who were involved knowingly or unknowingly to make this project work successful.

EXECUTIVE SUMMARY

The Organization Climate can be defined as "The elements of work environment that may be measured by the way organization deals with its personnel". The climate refers to the various components of the internal environment that will influence the behavior of the people working in the organization. It is affected by the style of the management and the general operating procedures.

Telecom giant Bharti Airtel is the flagship company of Bharti Enterprises. The Bharti Group, has a diverse business portfolio and has created global brands in the telecommunication sector. Airtel comes to you from Bharti Airtel Limited, India's largest integrated and the first private telecom services provider with a footprint in all the 23 telecom circles.

The businesses at Bharti Airtel have been structured into three individual strategic business units (SBU's) - Mobile Services, Airtel Telemedia Services & Enterprise Services. The mobile business provides mobile & fixed wireless services using GSM technology across 23 telecom circles while the Airtel Telemedia Services business offers broadband & telephone services in 94 cities. All these services are provided under the Airtel brand.

The human resource department in Bharti Airtel Limited has extended its functioning into the areas of Human resource operations, Payroll management, Talent acquisition and Recruitment etc..

This study identifies the important factors that influence the level of Organization Climate prevailing among the employees. The study is based on 150 employees drawn from different departments. This study would help the management to understand the level of Organization Climate prevailing among the employees and also to identify the area of satisfaction and dissatisfaction existing in the organization. The statistical tool used is Percentage analysis and Chi-square analysis.

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INTRODUCTION

INTRODUCTION

1.1 BACKGROUND

Organizational Climate refers to the phenomenon by which people are treated as the most important resources and the development of people in the Organization is given the importance.

Organization face problems like high employee turnover rates, absenteeism, etc. which reflect the employee's satisfaction and morale. Various Organizational policies, procedures, structures and systems decide the extent to which employees are satisfied in an Organization. Most researchers agree that a congenial Organizational Climate is extremely important for the ultimate achievement of the business goals. It is a phenomenon experienced by employees and often referred to by expressions like 'environment', 'atmosphere' and so on. The traditions, practice and culture, characteristic of each organization, all put together, make up for the time for its members and profoundly influences their outlook, well being, attitudes and their overall performance. Climate at the organization's work environment that is descriptive rather than evaluative in nature.

The climate can be defined as "The elements of work environment that may be measured by the way organization deals with its personnel". The Climate refers to the various components of the internal environment that will influence the behavior of the people working in the Organization. It is affected by the style of the management and the general operating procedures.

As the employees create all other resources, every organization's profitability and potential for growth will depend in the final analysis on the aptitude, resourcefulness, integrity, courage and dedication of the employees at all levels. So the climate focuses on the individual process and team process.

participants interact, and the way members of the organization conduct themselves with customers or other outsiders.

1.2 REVIEW OF LITERATURE:

Lau (1976), has presented an overview of research that has assessed the ability to explain organizational behavior on the basis of perceived climate. He had focuses on five major conceptual issues that consistently appear in the literature. He had deals with the empirical relationships between organizational climate and organizational behavior. The utility of one component of organizational climate, communications, is also briefly examined.

Thomas W. Johnson (1976), investigated the relationships between dimensions of organizational climate and productivity and satisfaction. Subjects in the study were 153 section foremen working in five different underground coal mines. Results indicate that there is a positive relationship between the climate dimension "organization of work" and productivity. Also there is a positive relationship between "supportiveness" and satisfaction. Implications for O. D practitioners are discussed.

Ronald J. Burke (1978) examined the relationship of managers' descriptions of organizational climate to their participation in informal helping interactions at work. Three distinct aspects of organizational climate, derived from the work of Likert (1967) and Argyris (1962, 1970), were related to several areas of helper and helpee behavior and disclosure of problems and help-seeking at work. Organizational climate was found to exert an influence on (1) several aspects of the informal helping process as it existed in work settings, (2) the amount of problem disclosure across hierarchical lines, and (3) the amount of disclosure of personal versus work-related problems.

Kasten, Katherine Lewellan (1979) examined the concept of school climate as a key factor in the success of planned change in elementary schools. Beginning with a general review of the literature on organizational climate and using as its basis three major reviews that appeared in the mid-1970s, the paper defines climate, examines variables that

other organizational variables, and discusses key measurement problems related to climate. The paper then examines research on organizational climate in schools. Discussion centers on Halpin and Croft's Organizational Climate Description Questionnaire and Likert's Profile of a School, and studies which have used these instruments to examine change in schools are summarized. The paper concludes with a discussion of the limitations of existing instruments to measure school climate and offers suggestions for future research. Three tables, five pages of references, and one page of reference notes are included.

In the study conducted by ***Stephen A. Stumpf (1981)*** Organizational Climate in an Organization and work group climates were measured by the use of identical questions for 112 managers in different business units. The results provide tentative support for the notion that organization and work group climates are different constructs; organization and work group climates were moderately correlated and had different relationships with job satisfaction and job involvement.

David V. Day (1991), investigated whether perceived psychological climate interacted with an individual personality dimension in predicting the job performance of a national sample (n = 483) of accounting professionals. Work orientation (Wo; Gough, 1985) a specialty index developed from the California Psychological Inventory-was used to predict job performance as a function of climate. Results from a series of hierarchical regression analyses indicated that overall climate, a composite of factors derived from the Litwin-Stringer (1968) Organizational Climate Questionnaire, significantly interacted

with such that more positive climates were associated with better performance for high individuals regardless of organizational tenure. Subsequent analyses indicated that three specific climate dimensions (viz., Warmth-Support, Reward, and Accommodation) significantly interacted with in predicting job performance. Consistent with an interactional perspective, these results suggest a need to consider both personality and situational characteristics to better understand the job performance of accounting professionals across organizations.

Kirk L. Rogg (2001), investigated the degree to which organizational climate mediates the relationship between human resource practices and customer satisfaction among for 351 small businesses in the same industry. Results indicated support for the hypothesized mediated relationship. The indirect effects of HR practices on customer satisfaction were significant and relatively large while the direct effect was non significant and near zero. The results were supportive of a social context model of the impact of human resource practices on organizational outcomes. Limitations of the study and implications for future research are discussed.

Andrew Neal (2005) examined whether the effectiveness of human resource management (HRM) practices is contingent on organizational climate and competitive strategy. The concepts of internal and external fit suggest that the positive relationship between HRM and subsequent productivity will be stronger for firms with a positive organizational climate and for firms using differentiation strategies. Resource allocation theories of motivation, on the other hand, predict that the relationship between HRM and productivity will be stronger for firms with a poor climate because employees working in these firms should have the greatest amount of spare capacity. The results supported the resource allocation argument.

1.3 STATEMENT OF THE PROBLEM

Organizational climate is a conceptually integrated synthesis of Organizational characteristics. It describes the personality of the organization and influences the motivation and behavior of the members of the organization. Organizational climate is the result of interaction among an Organization's structure, systems, culture, Leader behavior and Employees Psychological needs. Hence, a study about the organizational climate will be helpful to the organization.

1.4 OBJECTIVES OF THE STUDY

- ➤ To identify the level of Organization Climate prevailing in the organization.
- ➤ To identify the facilitating and inhibiting factors determining the current level of organizational climate.
- ➤ To study the relationship between organizational climate and the selected personal variables.
- ➤ To suggest measures to improve the level of organizational climate.

1.5 SCOPE OF THE STUDY

The study was made to identify how the employees perceive the organizational climate which is existing in the organization, a congenial organizational climate is extremely important for the ultimate achievement of the business goals. It is a Phenomenon experienced by the employees and often referred to by expressions like environment, atmosphere and so on.

People working in an organization decide the quality of output of that Organization. The people are able to produce better output only if they are provided with some basic situations that are favorable to them. That means they have to be provided with a situation where the superiors and colleagues are co-operative, provided with opportunities for development, total satisfaction and a good physical environment. So every organization should make sure that their employees are provided necessary facilities so that they can work efficiently for the growth of Organization. This study is conducted to provide suggestions for the improvement in the current Organizational climate in Bharti Airtel Limited.

1.6 METHODOLOGY

Research Methodology:

Research Methodology is a way to systematically solve the research problem. It is the science of studying how a research is done. The researcher has explained the methods and steps adopted for achieving the purpose of the study and to arrive at a meaningful conclusion.

Type of Study

Research Design

The type of study is descriptive in nature. Descriptive research design means fact finding one. This is used to find out the level of Organizational climate in Bharti Airtel Limited.

Sample Size

150 employees from the total population of the employees were taken. The employees from all the departments of the organization were taken into consideration.

Method of Data Collection

The tool used for data collection is Questionnaire. The Questionnaire used for the survey includes nominal, interval, and ordinal scales. The Questionnaire comes under the primary data collection method which seems to be original in character.

Tools for Analysis

For the purpose of data analysis the statistical tool used is

- ➢ Percentage analysis
- ➢ Chi- square analysis

1.7 LIMITATIONS

➢ There was no response from some of the persons who were given the questionnaires. Some others responded by filling the questionnaire partially.

➢ Many respondents were new to this kind of giving feedback about their working climate. So that they showed reluctance to fill the questionnaire.

➢ As the questions were directed at the personal opinion of the employees some of them felt embracing and gave favourable answers.

➢ As this study was conducted within a specified time limit, it gives only a time bound result.

➢ The study cant be 100% accurate at all the time. This is because of the inherent limitations that could be present.

1.8 CHAPTER SCHEME

Chapter 1: Introduction

The first chapter deals with the background, objectives, scope of the study, methodology used in data collection, limitations of the study, and brief introduction of all the chapters.

Chapter 2: Organization profile

Organization profile includes details on the history of the organization, management and organization structure, product profile and market potential, competitive strength of the company and a brief description on various functional areas of the organization.

Chapter 3: Macro- micro analysis

Macro-micro analysis deals with the prevailing scenario of the organization with respect to its respective industry and to perform the various analysis of the company.

Chapter 4: Data analysis and interpretation

This chapter mainly deals with performing various ratio analysis related to job satisfaction in order to analyze.

Chapter 5: Conclusion

Conclusion includes the results and the discussions regarding the performance of the company and the considered recommendations to improve the performance of the company

CHAPTER - 2
ORGANIZATION PROFILE

ORGANIZATION PROFILE

2.1 HISTORY OF THE ORGANIZATION:

Telecom giant Bharti Airtel is the flagship company of Bharti Enterprises. The Bharti Group, has a diverse business portfolio and has created global brands in the telecommunication sector. Airtel comes to you from Bharti Airtel Limited, India's largest integrated and the first private telecom services provider with a footprint in all the 23 telecom circles. Bharti Airtel since its inception has been at the forefront of technology and has steered the course of the telecom sector in the country with its world class products and services. The businesses at Bharti Airtel have been structured into three individual strategic business units (SBU's) - Mobile Services, Airtel Telemedia Services & Enterprise Services. The mobile business provides mobile & fixed wireless services using GSM technology across 23 telecom circles while the Airtel Telemedia Services business offers broadband & telephone services in 94 cities. The Enterprise services provide end-to-end telecom solutions to corporate customers and national & international long distance services to carriers. All these services are provided under the Airtel brand.

Bharti has recently forayed into retail business as Bharti Retail Pvt. Ltd. under a MoU with Wal-Mart for the cash & carry business. It has successfully launched an international venture with EL Rothschild Group to export fresh agri products exclusively to markets in Europe and USA and has launched Bharti AXA Life Insurance Company Ltd under a joint venture with AXA, world leader in financial protection and wealth management.

MOBILE SERVICES

Bharti Airtel offers GSM mobile services in all the 23-telecom circles of India and is the largest mobile service provider in the country, based on the number of customers.

AIRTEL TELEMEDIA SERVICES:

The group offers high speed broadband internet with a best in class network. With Landline services in 94 cities we help you stay in touch with your friends & family and the world.

ENTERPRISE SERVICES(CORPORATE):

The group focuses on delivering telecommunications services as an integrated offering including mobile, broadband & telephone, national and international long distance and data connectivity services to corporate, small and medium scale enterprises.

ENTERPRISE SERVICES (CARRIER):

The Company compliments its mobile and broadband & telephone services with national and international long distance services. It has over 35,016 route kilometers of optic fibre on its national long distance network. For international connectivity to east, it has a submarine cable landing station at. For international connectivity to the west, the Company is a member of the South East Asia-Middle East-Western Europe – 4 (SEA-ME-WE-4) consortium along with 15 other global telecom operators.

2.2 MANAGEMENT

Mr. Sunil Bharti Mittal = Chairman & Managing director

Mr. Rajan Bharti Mittal = Joint Managing director

Mr. Akhil Gupta = Lead Director

Mr. Sarvjit Dhillon = Chief Financial Officer & Director Strategy

Mr. Narender Gupta = Chief of Compliance & Internal Audit

Mr. Krish Shankar = Corporate director – HR

Mr. Gopal Vittal = Corporate director – Marketing & Communication

Mr. Carol Borghesi = Corporate director – Customer Service Delivery

Mr. Don Price = Corporate director – Technology

Mr. Jai Menon = Corporate director – IT & Innovation

Mr. Asokan = Corporate director – Supply Chain

Mr. Manoj Kohli = President – Bharti Airtel

Mr. Sanjay Kapoor = President - Mobility Services

Mr. Atul Bindal = President - Telemedia Services

Mr. David Nishball = President - Enterprise Services

2.3 ORGANIZATION STRUCTURE:

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                        ┌─────────────────────────┐
                        │ Chairman & Mangaing Director │
                        │   Sunil Bharti Mittal   │
                        └─────────────────────────┘
                                    │
                                    │        ┌──────────────────────┐
                                    │        │ Lead Director - Telecom │
                                    │        │     Akhil Gupta      │
                                    │        └──────────────────────┘
                            ┌─────────────────┐
                            │ President & CEO │
                            │   Manoj Kohli   │
                            └─────────────────┘
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President Mobile Services **Sanjay Kapoor**	President Telemedia Services **Atul Bindal**	President Enterprise Services **David Nishball**	Director Customer Service **Carol Borghesi**	Director Supply Chain **S. Asokan**
			Director Marketing & Communication **Gopal Vittal**	Director Human Resources **Krish Shankar**
			Director IT & Innovation **Jai Menon**	Director Technology **Don Price**
			Director Legal & Regulatory **Narender Gupta**	CFO & Director Strategy **Sarvjit Dhillon**

PRODUCT PROFILE:

MOBILE SERVICES
OFFERINGS:

Airtel's obile footprint extends across the country in 23 telecom circles.

Airtel prepaid

It is the cellular card from Airtel. With a host of great features, also simple to use, Airtel prepaid offers ease and simplicity of owning a mobile connection.

Airtel postpaid

Airtel postpaid provides the customers with exciting, innovative yet simple new ways to communicate.

Blackberry

It is a complete mobile email solution that allows sending and receiving of email on the move.

Airtel roaming

Airtel roaming service allows usage of the mobile phone any where in India and abroad. Airtel roaming gives two great option,

- Airtel national: roaming in India across 42 partner networks and over 750 cities.
- Airtel international: roam across international destinations, in nearly 119 countries.

BUSINESS SOLUTIONS:

Airtel include the following business solutions,

- Vehicle tracking
- Mobile SFA(sales field automation)
- AIR(airtel intelligent routing)
- Information broadcast
- Call centers
- Audio conferencing by Airtel
- Corporate SMS directory

Broadband & telephone services includes innovative, cost effective solutions for corporates and small business enterprises, and individual homes. Currently, Bharti Infotel provides Broadband(DSL) and telephone services(fixed line) in over 52 towns in India.

OFFERINGS:

Basic telephone services

Airtel telephone services provides a whole host of Value Added Services as well as premium add-ons. Each telephone connection from Airtel is backed by a superior fibre-optic backbone for enhanced reliability and quality telephony.

Broadband on Digital Subscriber Line(DSL):

DSL provides blazing fast, secure Internet access and can be delivered to both homes and to businesses. Delivered right through a regular telephone line, data rates can vary from 128kb to 8mb per second depending on the type and cost of the service.

BUSINESS SOLUTIONS:

The business solutions offered by Airtel in Broadband & Telephone Services include the following,

ISDN:

It is an ideal tool which caters to both your voice and data needs like exchanging and transferring heavy data and accessing the internet at high speeds while paying only for actual usage.

VPN

Virtual Private Network over DSL provides an easy and profitable solution to stay connected. Such a solution provides businesses with real time and secure access to information from home or when on the move, leading to a well informed enterprise.

Leased line

Internet leased line services are offered in both Dedicated and Shared mode. For uninterrupted bandwidth performance for enterprise usage, we provide connectivity using a dedicated internet port. For extra bandwidth besides the committed shared speed, we provide connectivity through a shared port.

EPABX solution for corporates and SMEs offering short digits dialing within a group of telephone lines.

Video Surveillance Solution

Control your business-24x7. Observe your office, warehouse, shop and staff from your PC from Anywhere, All the time. With BusinessLive@24x7, its like being there! 24 hours a day, 365 days a year.

ENTERPRISE SERVICES

Enterprise services, is a solution based communication group, specially created to deliver Integrated and superior service to enterprise customers, and National and International Long Distance Services. It comprises of two units, Corporate & Carrier.

ENTERPRISE SERVICES – CORPORATE

The customized offering of the Airtel Enterprise Services is through its portfolio of mobile, broadband and telephone and data & internet solutions. AES include the following:

> ➢ Voice services
> ➢ Mobile services
> ➢ Satellite services
> ➢ Managed data & internet services
> ➢ Managed e-business services
> ➢ Managed customized integrated solutions

ENTERPRISE SERVICES- CARRIER

National long distance services

Airtel long distance services is the first private long distance communications service provider in the country. It provides superior & high quality long distance voice & data services. There is coverage in more than 200 cities through the nationwide advanced Fibre Optic Network.

Airtel long distance services makes the world feel like home. It brings best-value, top quality International Long Distance Service – reliable, instant connections and crystal clear sound quality.

OFFERINGS:

Long distance calling cards

STD/ISD prepaid cards from Airtel promises unprecedented convenience while making long distance calls. It makes it possible for you to call long distance anytime, and from any telephone connection. It provides wide range to the customers.

Long distance data connectivity solutions

Data connectivity solutions offers organizations countrywide connectivity for converged data, voice and video communication.

Some of the services offered are,

Clear channel connectivity:

It provides clear channel and integrated multi-point connectivity that allows carriers , service provides, government bodies as well as enterprises to establish high-speed and dedicated connectivity.

Frame relay connectivity:

It is the high speed packet data service to support enterprise business communications. This is made possible through countrywide ATM/FR backbone network.

ATM connectivity:

It offers intelligence in multipoint meshed connectivity with sophisticated traffic aggregation, combined with flexible virtual private connectivity, on demand high band width allocation and interoperability with IP, FR, and TDM DCC services.

Co-location:

It provides a high availability infrastructure platform equipped with carrier-class facilities and robust backbone network to host service providers networking infrastructure. This service offers state-of-the-art enhanced co-location facilities to service providers such as ISPs, ASPs, FSPs, Cellular operators,etc…

MARKET POTENTIAL:

India's largest private sector mobile services provider , Bharti Airtel has become the 10th largest telecom company in the world by breaching the 50 million mark in terms of wireless subscribers. Bharti Airtel retained its leadership position with a market share of 31.88 percent. Bharti Airtel has been adding over 2 million mobile subscribers every month and had 50.9 million subscribers by october- end 2007.

The company opts to build competitive strength by establishing the best quality network, offering innovative products and a consistent brand experience to their valued customers. The company has received many awards every year which is evident to prove their competitive strength.

The 'CEO of the Year' Award has been conferred on Mr. Sunil Bharti Mittal for his outstanding leadership and took into account Revenue growth of the Company; Market share retained and captured by the Company in 2005; and Financial milestones achieved by the Company in 2005.

The 'Wireless Service Provider of the Year' Award was won by Bharti Airtel for demonstrating exceptional growth in 2005. The Company was evaluated on the basis of Growth in revenue; Growth in subscriber base; and Innovation in pursuing new revenue streams.

The 'Competitive Service Provider of the Year' Award was won by the Company for demonstrating a competitive edge in 2005 based on the following parameters - Consistent revenue growth; EBITDA and net profit growth; Business strategy leading to revenue diversity and minimized risk; Customer satisfaction; Delivering exceptional value to customers - competitively priced plans.

Airtel across the world, has the ability of a network to consistently deliver a high level of performance which is the key driver of customer satisfaction. By scaling up the capacity they ensure unmatched network performance for the current customer base. At

With dropping tariffs and increasing affordability, mobility is becoming a way of life. Mobile markets in the country has an immense potential for growth and AirTel as market leaders is all geared up to match this boom.

2.5 FUTURE PLANS OF THE COMPANY:

Some of the future plans of Bharti Airtel are;

1) Bharti Infratel, a wholly owned subsidiary of the Company announced that leading private equity firm Kohlberg Kravis Roberts & Co. (KKR) has agreed to invest USD 250 million in Bharti Infratel. The investment will be made by KKR's Asia dedicated private equity fund and its global private equity fund. This is in addition to the investment of USD 1 billion in Bharti Infratel by leading international investors Temasek Holdings, The Investment Corporation of Dubai (ICD) Goldman Sachs, Macquarie, AIF Capital, Citigroup & India Equity Partners (IEP) in December 2007.

2) Bharti Airtel Ltd announced that it has signed a Memorandum of Understanding (MoU) with VeriSign, Inc., the leading provider of Internet infrastructure for the networked world. The companies agreed to form a strategic market partnership to jointly launch best-in-class security services, to deliver VeriSign's identity protection, managed security and fraud detection services, and to support the development of the next-generation Internet infrastructure in the Indian market.

3) Bharti, Idea and Vodafone Essar announce formation of Independent Tower Company in India.

4) Airtel plans to make investments in network expansion to establish presence in all towns and over 5,00,000 villages across India by 2010, thereby covering 95% of the India's total population.

Delhi in next quarter.

6) The televoting platform setup by Airtel is now being extended to provide services to other TV shows as well. Zee cinema awards, a show run on the popular Zee television network, is next in line to be served by the televoting infrastructure.

7) Bharti Airtel Lanka Private Limited, a subsidiary of Bharti Airtel Limited, one of Asia's leading integrated telecom services companies, announced that it plans to launch world class 2G and 3G services in Sri Lanka by the end of the current financial year (2008-09). The company also announced its plans to invest approximately USD 200 million in the Sri Lankan market. The mobile services from Bharti Airtel will be launched under the Airtel brand in the Island nation.

8) Walt Disney has tied up with AirTel to develop mobisodes, games, ringtones, wallpapers and animation in the 'Disney Mobile Theatre' featuring popular cartoons. This is the third telecom operator Walt Disney will have tied up with, the other two being in Asia. AirTel will, thus, become the first provider of Disney Mobile Theatre in India providing characters like Mickey Mouse, Minnie Mouse, Donald Duck, Goofy and Pluto on the mobile.

CHAPTER - 3
MACRO – MICRO ANALYSIS

CHAPTER-3
MACRO- MICRO ANALYSIS:

Telecom giant Bharti Airtel is the flagship company of Bharti Enterprises. The Bharti Group, has a diverse business portfolio and has created global brands in the telecommunication sector. Bharti Airtel Limited, India's largest integrated and the first private telecom services provider with a footprint in all the 23 telecom circles. Bharti Airtel since its inception has been at the forefront of technology and has steered the course of the telecom sector in the country with its world class products and services.

India's largest private sector mobile services provider , Bharti Airtel has become the 10th largest telecom company in the world by breaching the 50 million mark in terms of wireless subscribers. Bharti Airtel retained its leadership position with a market share of 31.88 percent. Bharti Airtel has been adding over 2 million mobile subscribers every month and had 50.9 million subscribers by october- end 2007.

Bharti Airtel has been experiencing 42% increase in its profits to 1722 crore for the 3rd quarter ended December 31,2007 compared to rs.1215 crore in the corresponding quarter in the previous year. The growth has been primarily driven by a huge surge in the company's subscriber base,which increased 70% to over 57 million during the 3rd. the increase in the user base enabled the company to improve its market share from 21.8% in dec 06 to 31.66 in the year ended 08.

The company's busy rolling out networks, targeting presence in over 4500 towns and location in the next three to four months from its present 3200 towns clearly proves the company,s market potential. It is also planning to investabout $8 billionby the year 2010.

Position of the Telecom Industry:

The telecom industry is one of the fastest growing industries in India. India has nearly 200 million telephone lines making it the 3rd largest in the world after China & USA, with a growth rate of 45%. Indian telecom industry has the highest growth rate in the world. India has become one of the fastest growing mobile markets in the world.

In 1990, telecom sector benefited from the opening up for the private sector. Significant progress has been achieved in the area of telecom in the last 10 years of economic liberalization followed by the government of India. One of the important features of the liberalization processin India was that the entire spectrum of telecom services was thrown open for the private sector and the operation of market dynamics.

In 2005-06, the telecom industry witnessed a growth of 21% with a total revenue of rs.86,720 crores and the total investment rising to rs.2,00,660 crores. It is projected that the telecom industry will be enjoying over 150% growth in the next 4 to 5 years. Although a huge market in the urban market remains tapped, most of the cellular operators have turned towards Rural India to broaden their base and reach so the real growth is expected from this geography in near future.

India's telecom industry is witnessing an explosive growth, as falling tariffs and rising incomes are bringing mobile phones within the reach of millions of new customers. Mobile industry players are eyeing Rural India as their new area of opportunity. The companies are getting a boost with the fact that the mobile users are expected to cross 230 million by 2007 end and 500 million by 2010 with an addition of about 5 to 6 million subscribers every month.
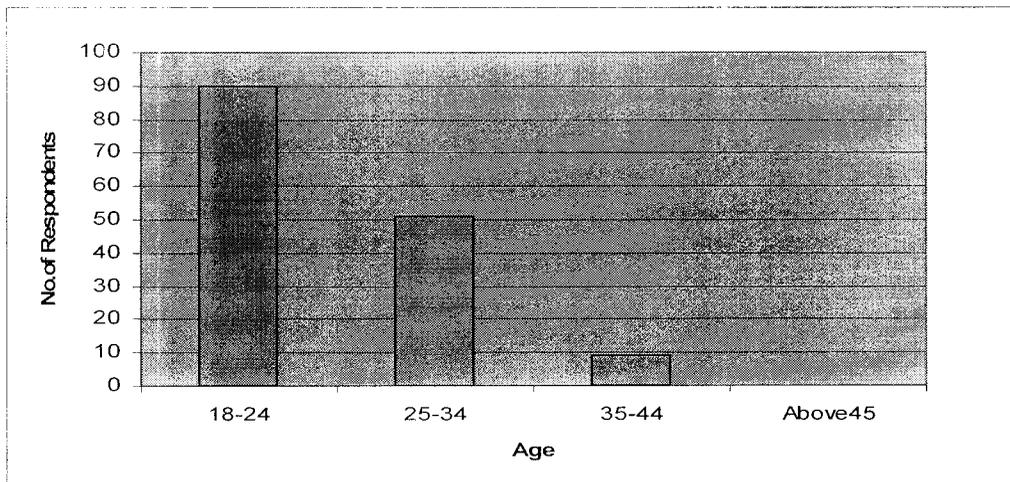
CHAPTER - 4
DATA ANALYSIS & INTERPRETATION

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS:

TABLE 1: AGE

Age	No of Respondents	Percentage
18-24	90	60
25-34	51	34
35-44	9	6
Above 45	0	0
Total	150	100

CHART 1: AGE

INTERPRETATION:

Majority 60 % of the employees belong to the age group of 18-24 because most of the activities carried on are related to customer voice and telecalling for which the company prefers this group of people. In the age group of above 45 there are employees only in the higher posting.
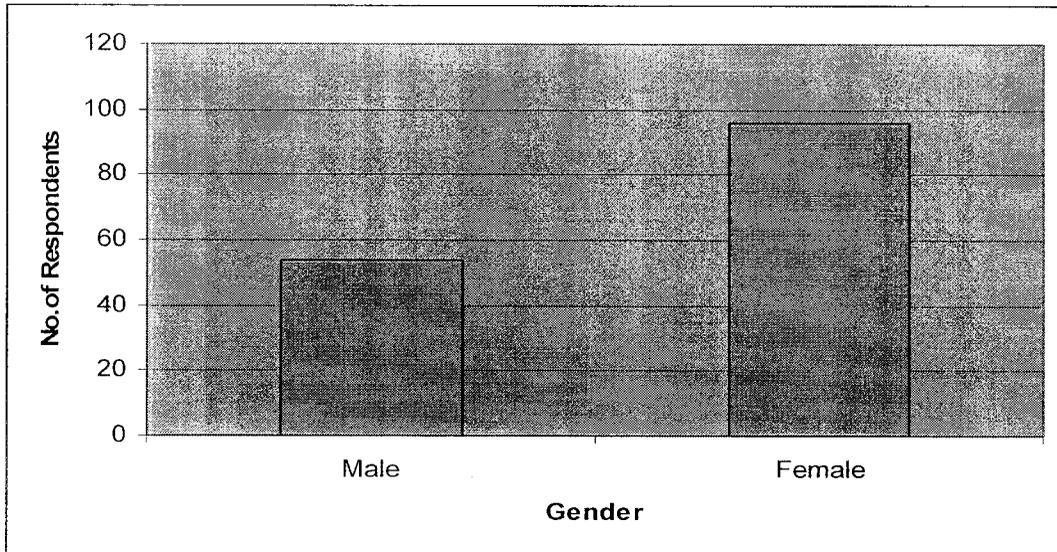
INFERENCE:

From the above table it is clear that 60% of the employees are in the age group of 18-24 since the company prefers them for all the activities relating to customer voice and telecalling which is major in the organization.

TABLE 2: GENDER

| Gender	No of Respondent	Percentage
Male	54	36
Female	96	64
Total	150	100

CHART 2: GENDER

INTERPRETATION:

Majority 64% of the employees are females since they are most suitable for activities like customer voice and telecalling which are the major activities in the company. Only 34% of them are male employees who occupy various departments including customer voice.

INFERENCE:

From the above table it is clear that 64% of the employees are females and only 34% of the employees are males. Hence majority of the employees are females.

TABLE 3: EDUCATIONAL QUALIFICATION

Educational Qualification	No of Respondents	Percentage
HSC	0	0
UG	81	54
PG	54	36
Others specify	15	10
Total	150	100

CHART 3: EDUCATIONAL QUALIFICATION
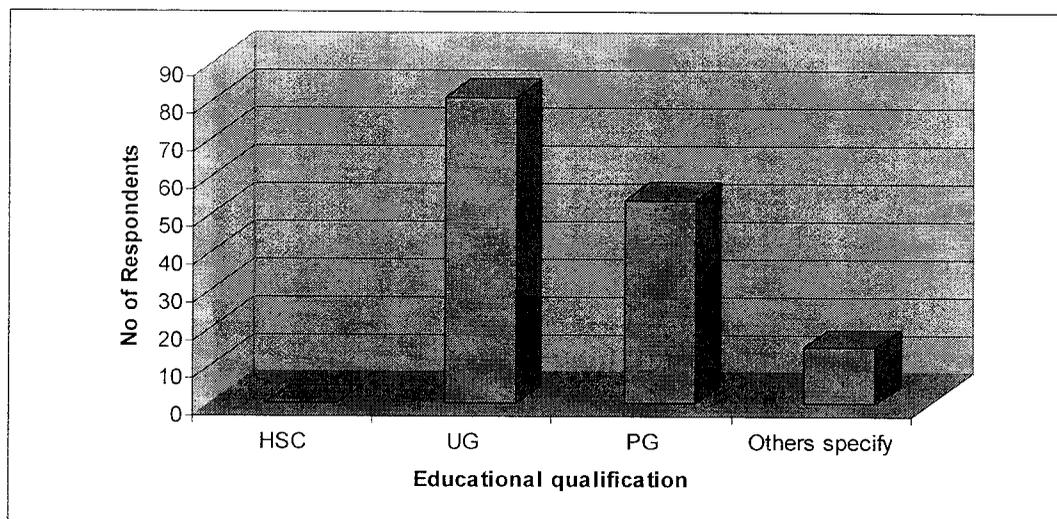
INTERPRETATION:

Majority 54% of the employees are undergraduates because the company prefers candidate with basic degree and good communication skills since it is telecommunication sector. Only 36% of them are postgraduates who are mostly into the specific related departments.
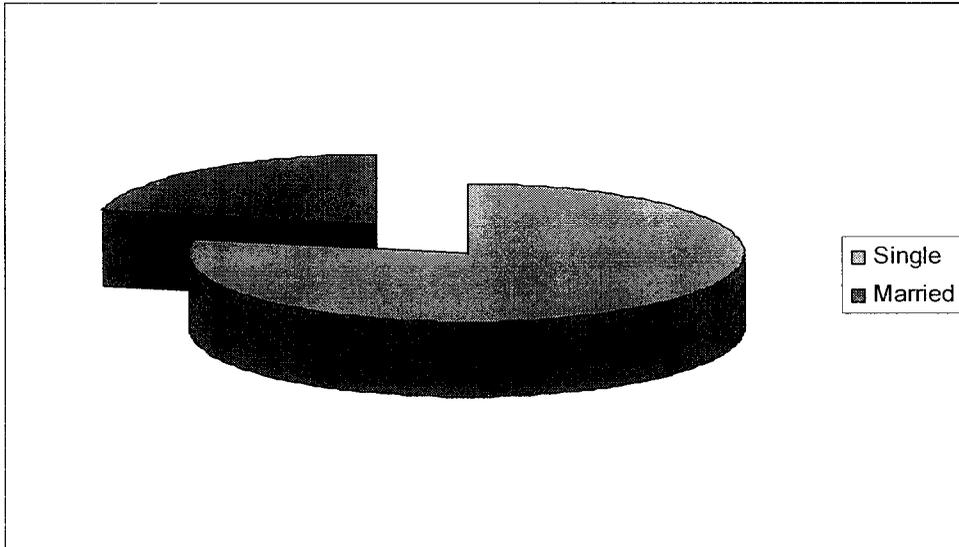
INFERENCE:

From the above table it is clear that 54% of the employees are under graduates, 36% of the employees are post graduates and the remaining 10% of them are diploma holders. Hence majority of the employees are under graduates.

TABLE 4: MARITAL STATUS

Marital Status	No of Respondents	Percentage
Single	117	78
Married	33	22
Total	150	100

## CHART 4: MARITAL STATUS

INTERPRETATION:

Majority of the employees are single because the company mostly prefers freshers or otherwise candidates with 2-3 years of work experience. Only 22% of the employees are married who were also mostly unmarried when they joined the company.

INFERENCE:

From the above table it is clear that 78% of the employees are single and only 22% of the employees are married. Hence majority of the employees are unmarried.

| Work area	No of Respondents	Percentage
Strongly agree	39	26
Agree	69	46
Neutral	15	10
Disagree	18	12
Strongly disagree	9	6
Total	150	100

CHART 5: WORK AREA
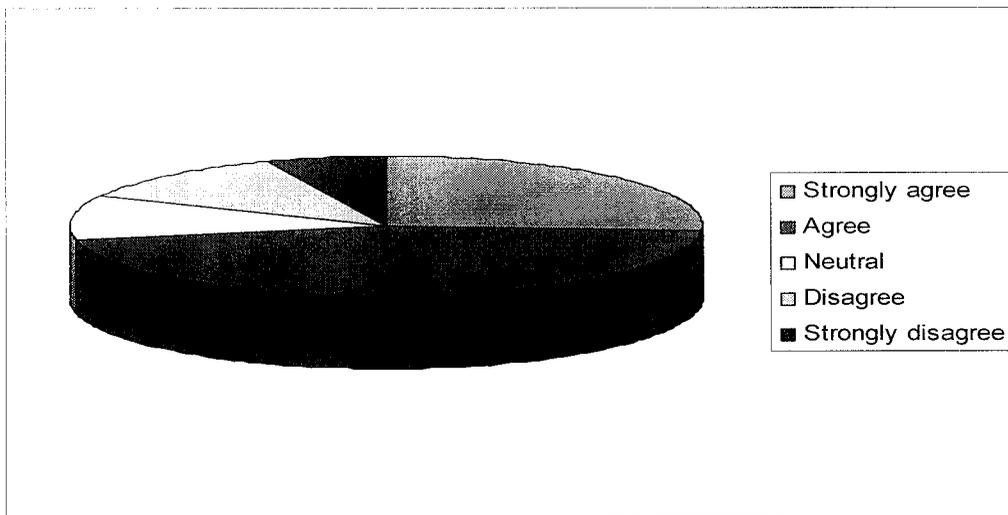
INTERPRETATION:

Majority 72% of the employees agree that the work area is clean and well organized because they are comfortable working in their place whereas only 18% of the employees disagree because they are not comfortable in the work place.

INFERENCE:

From the above table it is clear that 72% of the employees agree that the work area is clean and well organized, 10% of the employees are neutral and the remaining 18% of them disagree to this statement.

Diversity Appreciation	No of Respondents	Percentage
Strongly agree	27	18
Agree	69	46
Neutral	36	24
Disagree	18	12
Strongly disagree	0	0
Total	150	100

## CHART 6: DIVERSITY APPRECIATION
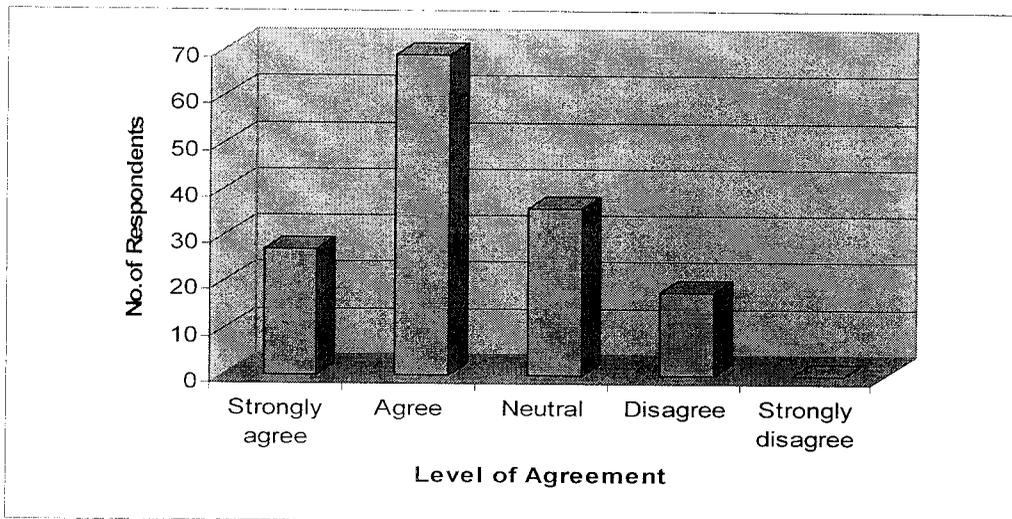
INTERPRETATION:

Majority 64% of the employees agree that diversity is appreciated in the work environment since they are given the freedom to do the work and give their suggestions to the superiors. Only 12% strongly disagree since they feel they do not have the freedom.

INFERENCE:

From the above table it is clear that 18% of the employees strongly agree that diversity is appreciated in the work environment, 46% of the employees agree, 24% of them are neutral and 12% of them disagree.

Working Conditions	No of Respondents	Percentage
Strongly agree	39	26
Agree	63	42
Neutral	27	18
Disagree	6	4
Strongly disagree	15	10
Total	150	100

## CHART 7: WORKING CONDITIONS
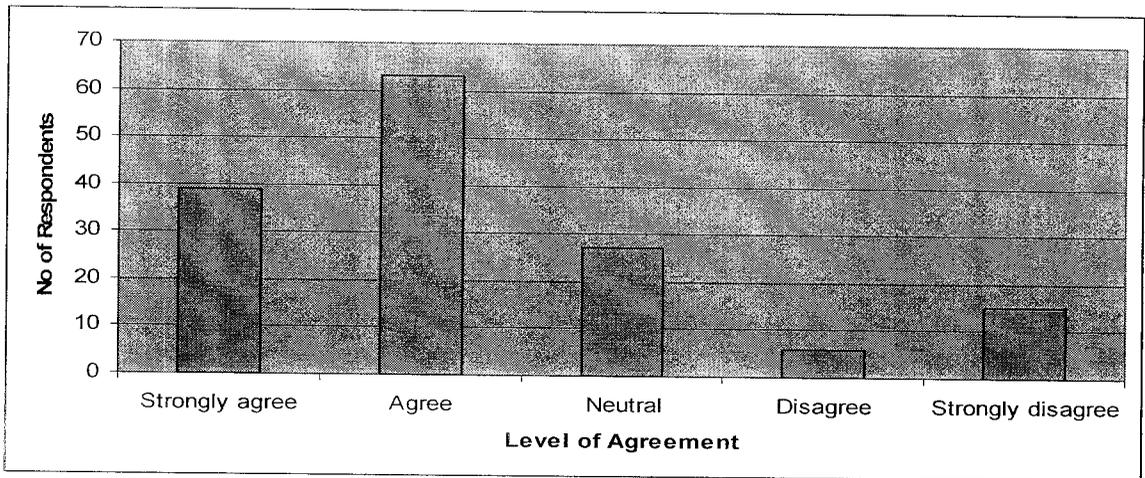
INTERPRETATION:

Majority 68% of the employees agree that working conditions in the environment are continuously improving since they are provided with the necessary facilities that are important to be updated with the job. Only 14% of them disagree since they are not happy with the conditions.

INFERENCE:

From the above table it is clear that 26% of the employees strongly agree that working conditions in the company are continuously improving, 42% of them agree, 18% of them are neutral, whereas 4% disagree and 10% of them strongly disagree.

Resources	No of Respondents	Percentage
Strongly agree	72	48
Agree	42	28
Neutral	15	10
Disagree	15	10
Strongly disagree	6	4
Total	150	100

CHART 8: ADEQUATE RESOURCES

No.of Respondents

- Strongly agree
- Agree
- Neutral
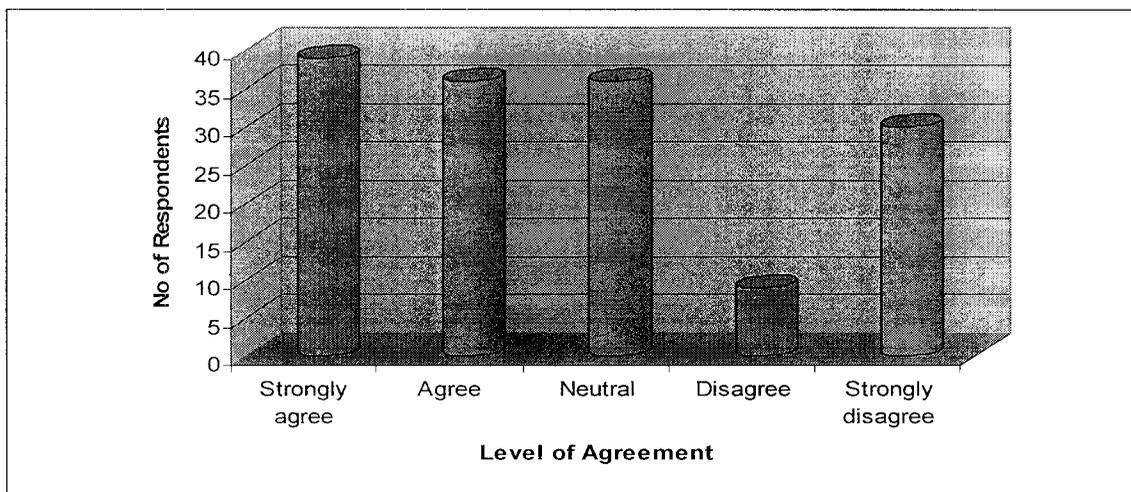- Disagree
- Strongly disagree
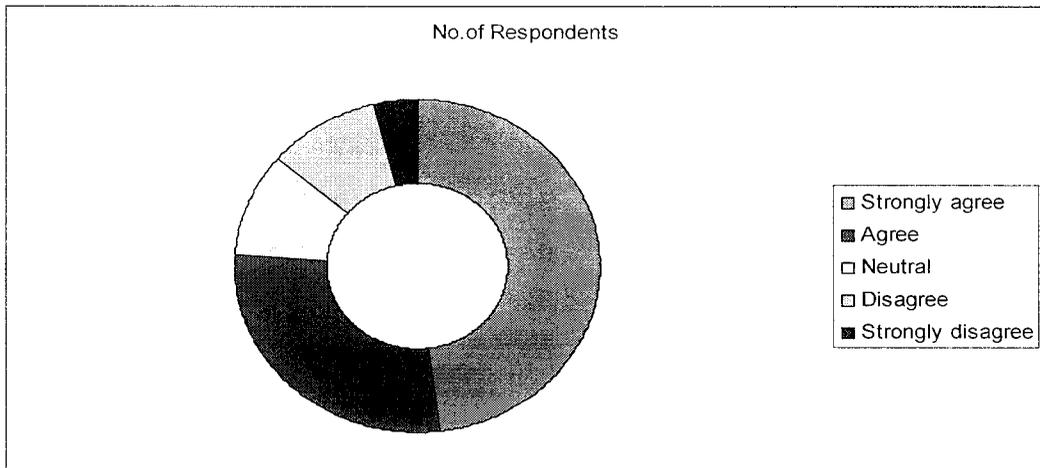
INTERPRETATION:

Majority 76% of the employees agree that they have the resources they need since the company provides them all the necessary equipments that are required to perform the job effectively. Only 14% of the employees disagree since they do not perform effectively.

INFERENCE:

From the above table it is clear that 48% of the employees strongly agree that they have the resources to perform the job effectively, 28% agree, 10% of them are neutral, 10% of them disagree, whereas the remaining 4% of them strongly disagree to this statement.

Work Environment	No of Respondents	Percentage
Strongly agree	39	26
Agree	36	24
Neutral	36	24
Disagree	9	6
Strongly disagree	30	20
Total	150	100

CHART 9: WORK ENVIRONMENT

INTERPRETATION:

From the table it is clear that 50% of the employees agree that the work environment is not stressful because they are given the freedom and are not pressurized with work. Only 26% of the employees disagree because they are not happy with the work environment.
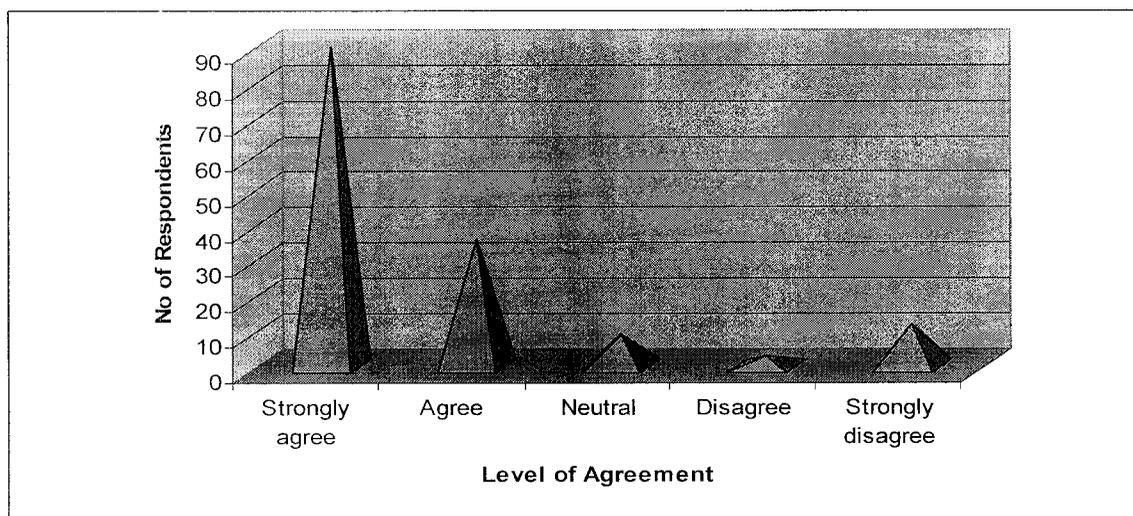
INFERENCE:

From the above table it is clear that 26% of the employees strongly agree that the work environment is not stressful, 24% of them agree, 24% of them are neutral, 6% of them disagree, whereas 20% of the employees strongly disagree to this statement.

TABLE 10: CONFIDENCE IN CO-WORKERS

Confidence in Co-workers	No of Respondents	Percentage
Strongly agree	90	60
Agree	36	24
Neutral	9	6
Disagree	3	2
Strongly disagree	12	8
Total	150	100

CHART 10: CONFIDENCE IN CO-WORKERS

INTERPRETATION:

Majority 84% of the employees agree that they have confidence in the co-workers at company since they maintain a friendly relationship with all the employees in the company. Only 10% of them disagree since they are reserved type of persons.
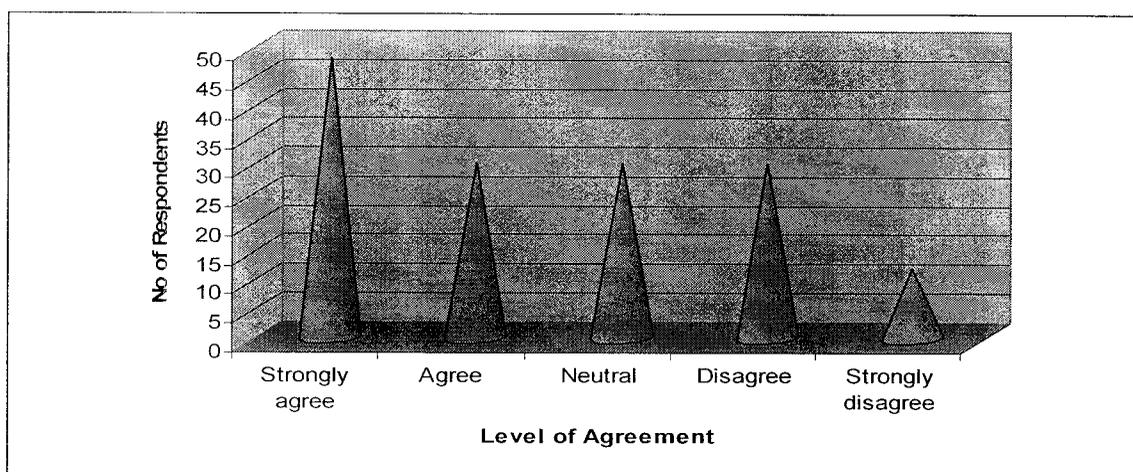
INFERENCE:

From the above table it is clear that 60% of the employees strongly agree that they have confidence in co-workers, 24% of them agree, 6% are neutral, 2% disagree, whereas 8% of the employees strongly disagree to this statement.

TABLE 11: TEAM WORK RECOGNIZED

Team work recognized	No of Respondents	Percentage
Strongly agree	48	32
Agree	30	20
Neutral	30	20
Disagree	30	20
Strongly disagree	12	8
Total	150	100

CHART 11: TEAM WORK RECOGNIZED

INTERPRETATION:

From the table it is clear that 52% of the employees agree that team work is recognized and rewarded in the company because the company motivates the employees to work in teams as it gives better results and ideas. Only 28% of the employees disagree since they are not much involved in the work.
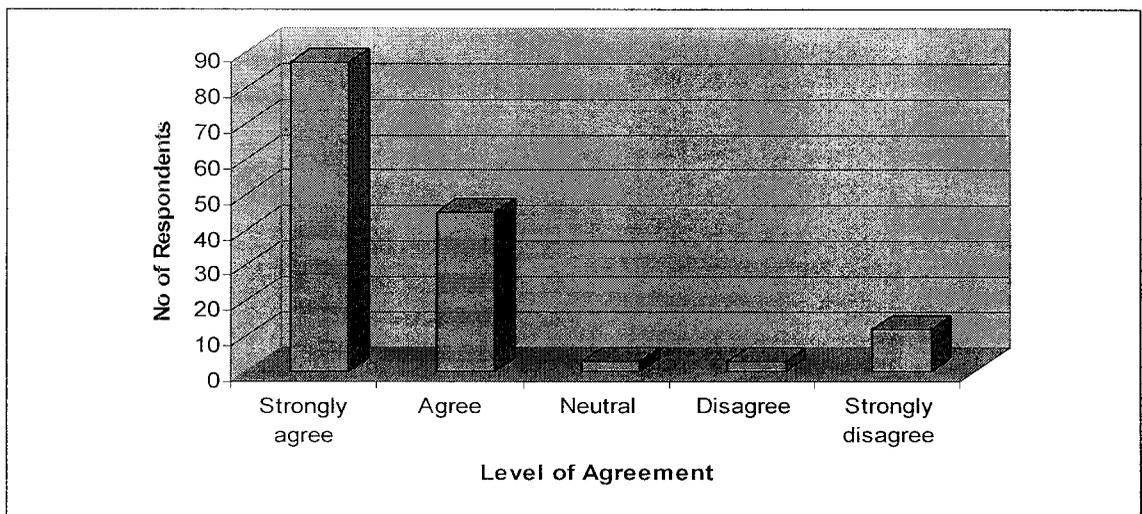
INFERENCE:

From the above table it is clear that 32% of the employees strongly agree that team work is recognized & rewarded in the company, 20% agree, 20% of them are neutral, 20% of the employees disagree, whereas 8% of them strongly disagree.

TABLE 12: PEOPLE WORK WELL TOGETHER

People work together	No of Respondents	Percentage
Strongly agree	87	58
Agree	45	30
Neutral	3	2
Disagree	3	2
Strongly disagree	12	8
Total	150	100

# CHART 12: PEOPLE WORK WELL TOGETHER

INTERPRETATION:

Majority 88% of the employees agree that the people in their department work well together since the company has created a suitable environment to encourage team work. Only 10% disagree since they are not much involved with the job.

INFERENCE:

From the above table it is clear that 58% of the employees strongly agree that the people in their department work well together, 30% of them agree, 2% of them are neutral, 2% disagree and 8% of the employees strongly disagree to this statement.

Department work together		Percentage
Strongly agree	51	34
Agree	57	38
Neutral	24	16
Disagree	9	6
Strongly disagree	9	6
Total	150	100

CHART 13: DEPARTMENTS WORK WELL TOGETHER
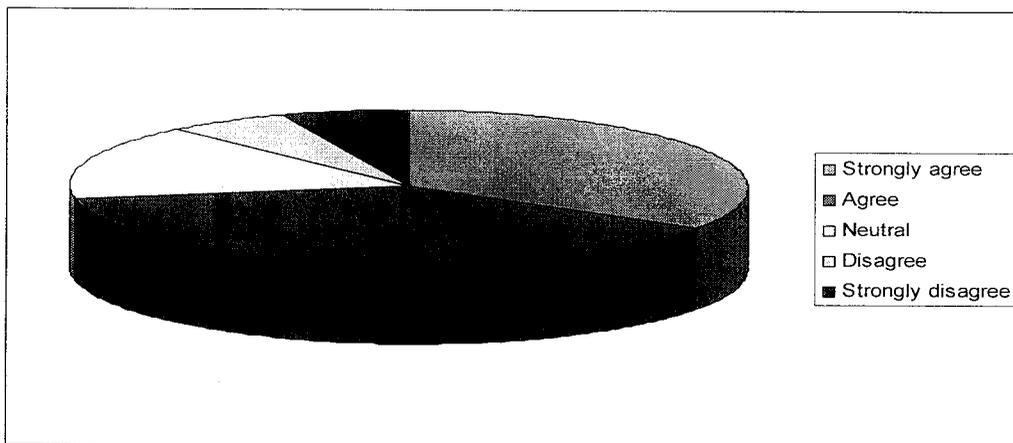
INTERPRETATION:

Majority 72% of the employees agree that all the departments in the company work well together because the management takes steps to co-ordinate between the departments which is important for the smooth functioning of the organization. Only 12% disagree where the co-ordination is less.
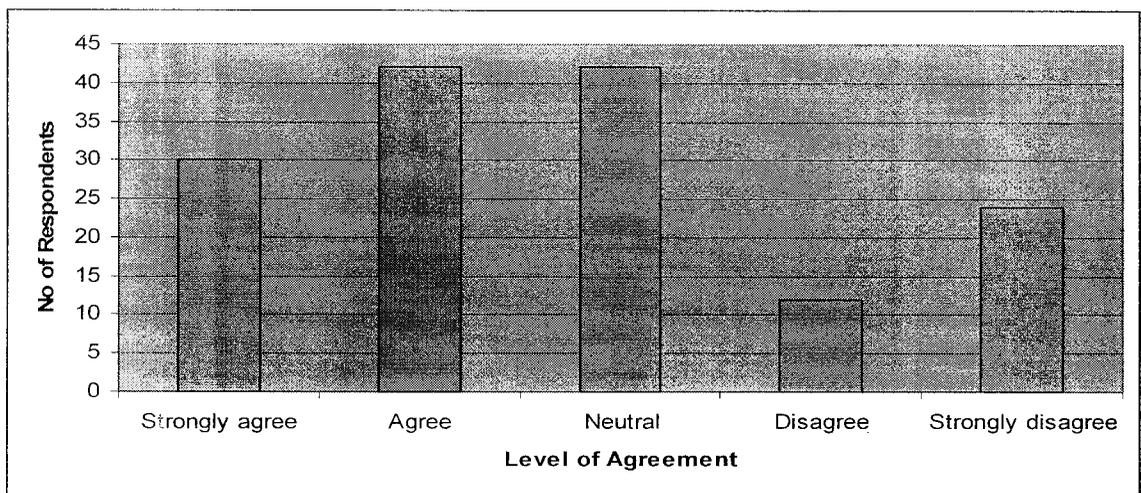
INFERENCE:

From the above table it is clear that 34% of the employees strongly agree that the departments in the company work well together, 38% of the employees agree, 16% of them are neutral, 6% of them disagree and the remaining 6% of them strongly disagree.

TABLE 14: RESOURCES FREELY SHARED

Resources freely shared	No of Respondents	Percentage
Strongly agree	30	20
Agree	42	28
Neutral	42	28
Disagree	12	8
Strongly disagree	24	16
Total	150	100

CHART 14: RESOURCES FREELY SHARED

INTERPRETATION:

Only 48% of the employees agree that the resources are freely shared throughout the company since they work as teams and hence they share resources whereas 24% of the employees disagree since they do not work in teams.

INFERENCE:

From the above table it is clear that 20% of the employees strongly agree that resources are freely shared throughout the company, 28% of them agree, 28% of the employees are neutral, 8% of them disagree and the remaining 16% of them strongly disagree.

TABLE 15: DEPARTMENT COMMUNICATION

Dept Communication	No of Respondents	Percentage
Strongly agree	48	32
Agree	48	32
Neutral	21	14
Disagree	12	8
Strongly disagree	21	14
Total	150	100

CHART 15: DEPARTMENT COMMUNICATION
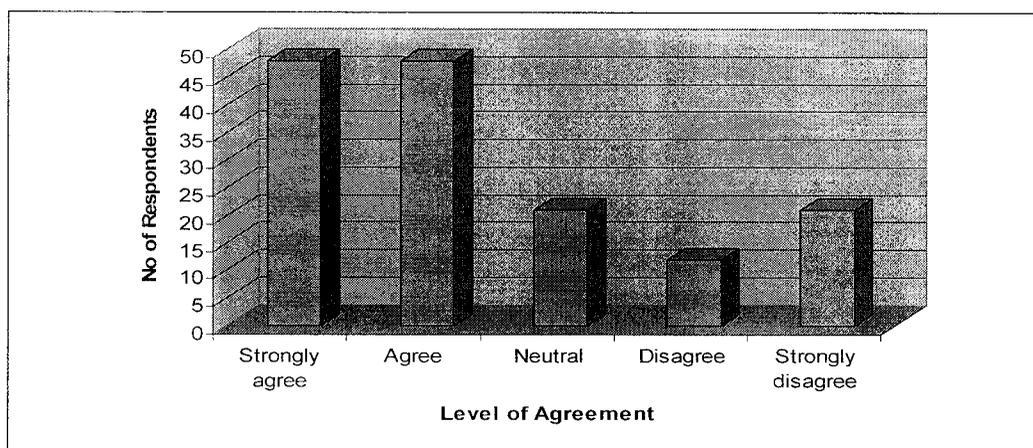
INTERPRETATION:

Majority 64% of the employees agree that their department communicates well with other departments this is because the company encourages interdepartmental co-ordination which is necessary for the smooth functioning. Only 22% of them disagree since they are not comfortable working in the company.
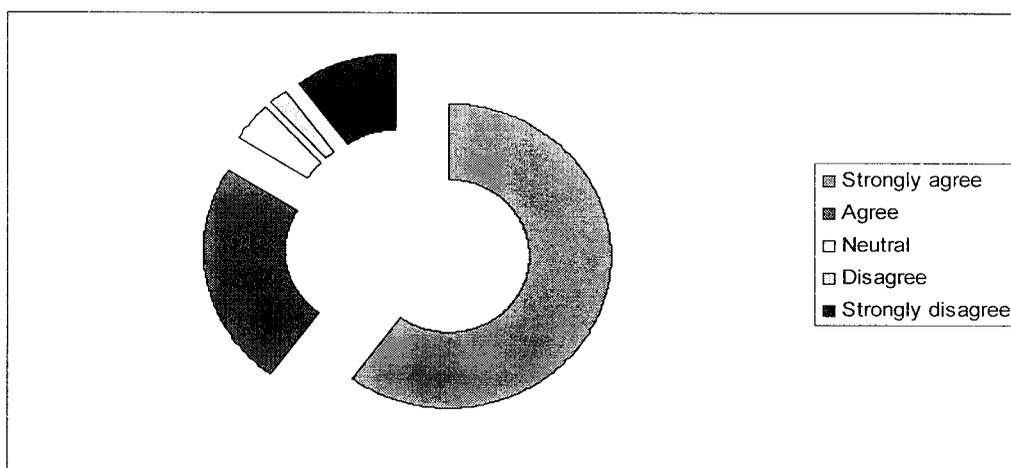
INFERENCE:

From the above table it is clear that 64% of the employees agree that their department communicates well with other departments in the company, 22% disagree to this statement.

TABLE 16: DEPARTMENT CONTRIBUTION

Dept Contribution	No of Respondents	Percentage
Strongly agree	90	60
Agree	36	24
Neutral	6	4
Disagree	3	2
Strongly disagree	15	10
Total	150	100

CHART 16: DEPARTMENT CONTRIBUTION

INTERPRETATION:

Majority 84% of the employees agree that their department makes valuable contribution to the company since they involve themselves much in the work and growth of the company. Only 12% disagree to this since they are less involved in the activities.
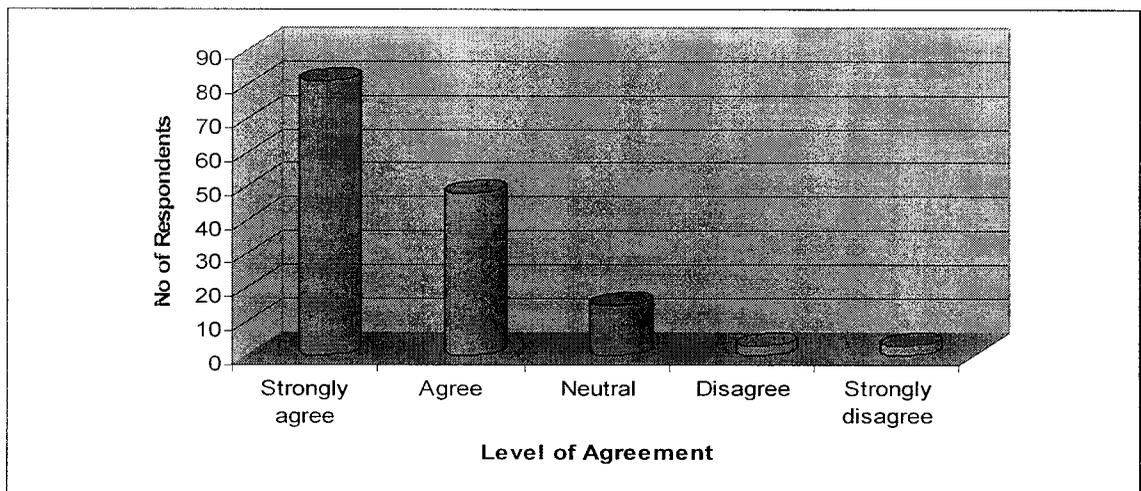
INFERENCE:

From the above table it is clear that 84% of the employees agree that their department makes valuable contribution to the company, 12% of the employees disagree to this statement.

TABLE 17: DEPT MEETS CUSTOMER REQUIREMENTS

Customer requirements	No of Respondents	Percentage
Strongly agree	81	54
Agree	48	32
Neutral	15	10
Disagree	3	2
Strongly disagree	3	2
Total	150	100

CHART 17: DEPT MEETS CUSTOMER REQUIREMENTS

INTERPRETATION:

Majority 86% of the employees agree that their department meets its internal and external customer requirements since the main aim of the company is customer satisfaction and customer delight. Only 4% disagree that company meets customer requirements.

INFERENCE:

From the above table it is clear that 54% of the employees strongly agree that their department meets internal and external customer requirements, 32% of them agree, 10% are neutral, 2% disagree and the remaining 2% of the employees strongly disagree.

TABLE 18: EFFECTIVE COMMUNICATION

Effective Communication	No of Respondents	Percentage
Strongly agree	39	26
Agree	48	32
Neutral	21	14
Disagree	18	12
Strongly disagree	24	16
Total	150	100

CHART 18: EFFECTIVE COMMUNICATION
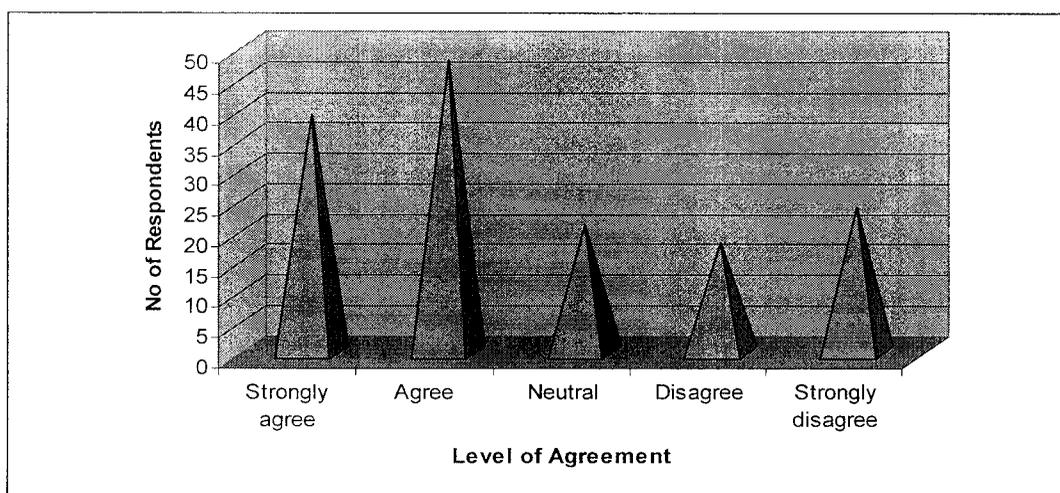
INTERPRETATION:

Majority 58% of the employees agree that they can communicate effectively with the senior management since there is good understanding between them and also the management takes employee suggestions seriously. Only 28% disagree and hence their understanding is lesser.

INFERENCE:

From the above table it is clear that 58% of the employees strongly agree that they can communicate effectively with the senior management, 28% of them disagree.

Information Accessibility	No of Respondents	Percentage
Strongly agree	36	24
Agree	48	32
Neutral	27	18
Disagree	21	14
Strongly disagree	18	12
Total	150	100

CHART 19: INFORMATION FREELY ACCESSIBLE
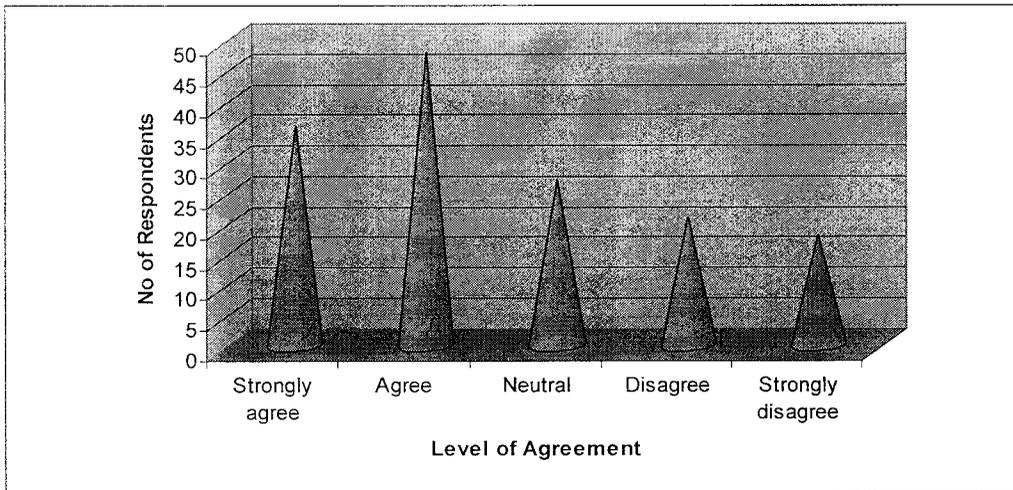
INTERPRETATION:

From the table it is clear that 56% of the employees agree that information is freely accessible and made readily available by the management which is helpful to complete the work as required by the company and on time. Only 26% of the employees disagree since they face problems.
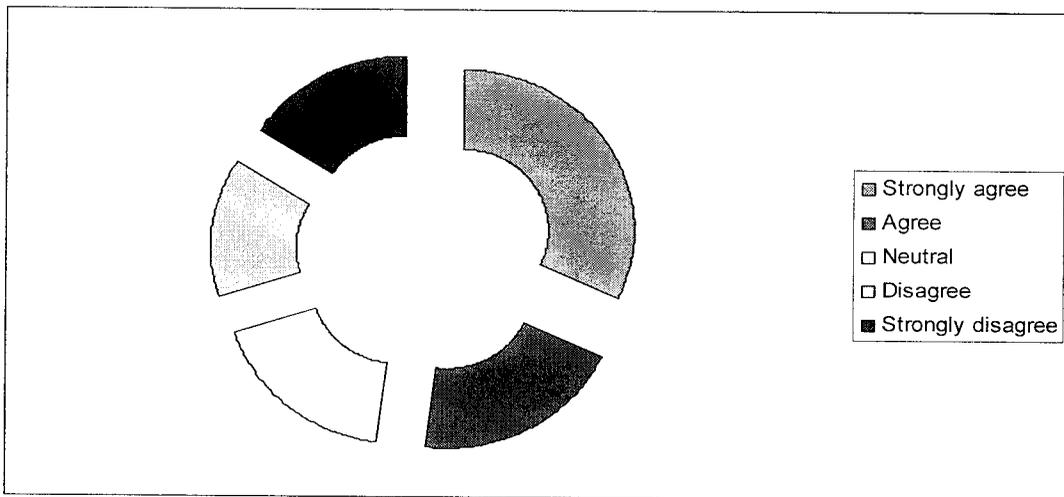
INFERENCE:

From the above table it is clear that 56% of the employees agree that information is freely accessible and made readily available by management, 26% of the employees disagree to this statement.

Trust Management	No of Respondents	Percentage
Strongly agree	48	32
Agree	30	20
Neutral	27	18
Disagree	21	14
Strongly disagree	24	16
Total	150	100

CHART 20: TRUST MANAGEMENT

INTERPRETATION:

From the table it is clear that only 52% of the employees agree that they trust the management since the management gives them responsibilities and freedom to do the work. 30% of the employees disagree because they feel they do not have the freedom to do work.

INFERENCE:

From the above table it is clear that 32% of the employees strongly agree that they trust management, 20% agree, 18% are neutral, 14% of the employees disagree and the remaining 16% of the employees strongly disagree to this statement.

Mistakes treatment	No. of Respondents	Percentage
Strongly agree	63	42
Agree	45	30
Neutral	12	8
Disagree	9	6
Strongly disagree	21	14
Total	150	100

CHART 21: MISTAKES TREATMENT
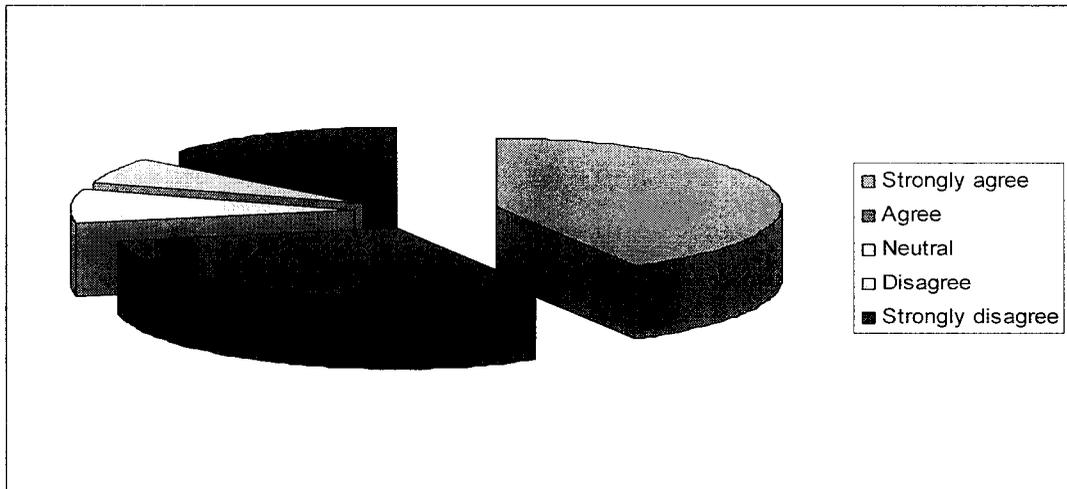
INTERPRETATION:

Majority 72% of the employees agree that the mistakes are treated with understanding and they are helped to learn from it which helps in their development, improvement and overall performance. Only 20% disagree since their development is less.

INFERENCE:

From the above table it is clear that 72% of the employees strongly agree that mistakes are treated with understanding and they are helped to learn from it, 20% of the employees disagree to this statement.

Respect by Management	No of Respondents	Percentage
Strongly agree	69	46
Agree	30	20
Neutral	18	12
Disagree	9	6
Strongly disagree	24	16
Total	150	100

CHART 22: RESPECT BY MANAGEMENT
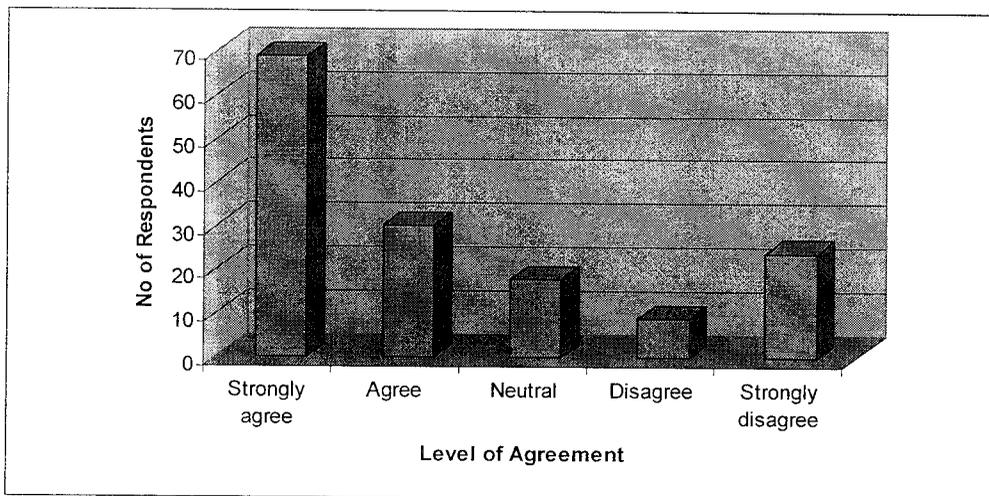
INTERPRETATION:

Majority 66% of the employees agree that they are treated with respect by management since management takes employees suggestions seriously and honours their feeling by giving consideration. Only 22% of them disagree since their suggestions were not considered.

INFERENCE:

From the above table it is clear that 46% of the employees strongly agree that they are treated with respect by the management, 20% of them agree, 12% are neutral, 6% disagree and the remaining 16% of the employees strongly disagree to this statement.

Employee Suggestions	No of Respondents	Percentage
Strongly agree	24	16
Agree	48	32
Neutral	33	22
Disagree	15	10
Strongly disagree	30	20
Total	150	100

CHART 23: EMPLOYEE SUGGESTIONS
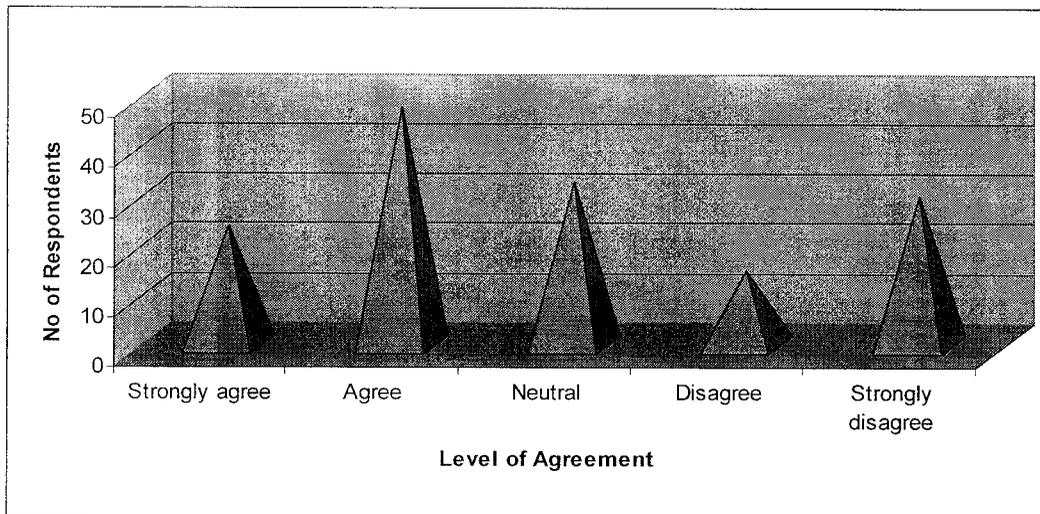
INTERPRETATION:

48% of the employees agree that management takes employee suggestions seriously since some of their ideas are put into action and they are been awarded for their suggestions. About 30% of them disagree as their suggestions have not been considered.

INFERENCE:

From the above table it is clear that only 16% of the employees strongly agree that the management takes employee suggestions seriously, 32% agree, 22% are neutral, 10% of the employees disagree and the remaining 20% of them strongly disagree.

Appropriate work	No of Respondents	Percentage
Strongly agree	30	20
Agree	54	36
Neutral	30	20
Disagree	24	16
Strongly disagree	12	8
Total	150	100

CHART 24: APPROPRIATE AMOUNT OF WORK
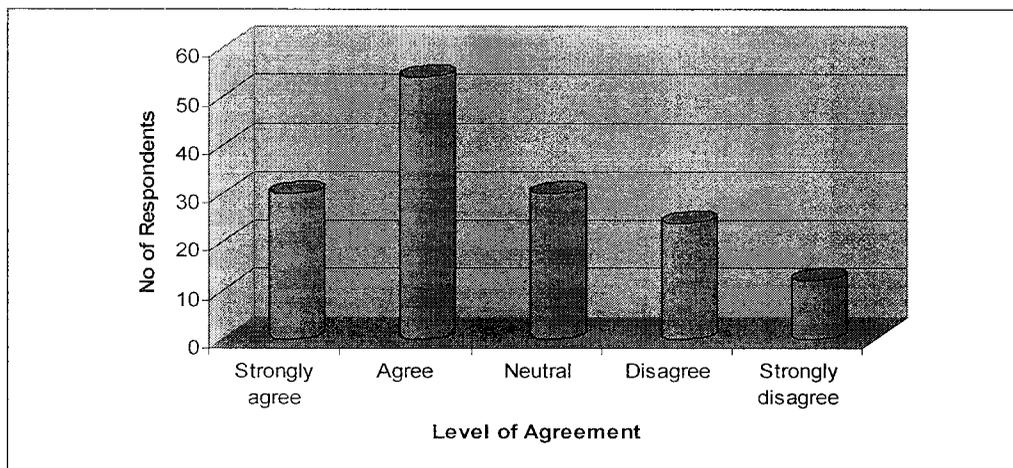
INTERPRETATION:

From the table it is clear that 56% of the employees agree that management assigns them appropriate amount of work which helps them to balance between personal and work life in order to relax themselves. Only 24% of them disagree since they face problems in personal life.

INFERENCE

From the above table it is clear that 20% of the employees strongly agree that the management assigns them appropriate amount of work, 36% agree, 20% are neutral, 16% of the employees disagree and the remaining 8% of them strongly disagree.

Company Acknowledgement	No of Respondents	Percentage
Strongly agree	24	16
Agree	69	46
Neutral	24	16
Disagree	9	6
Strongly disagree	24	16
Total	150	100

CHART 25: COMPANY ACKNOWLEDGEMENT
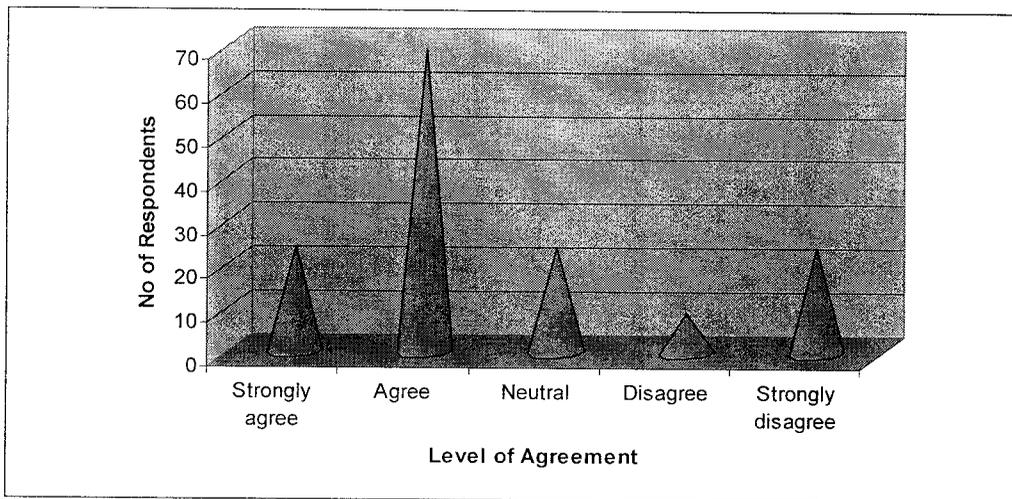
INTERPRETATION:

Majority 62% of the employees agree that the company acknowledges them for their contribution when the company goals and objectives are achieved by rewarding them with extra payment and allowances or otherwise by promotions. Only 22% of them disagree since they do not receive any allowances.

INFERENCE:

From the above table it is clear that only 16% of the employees agree that the company acknowledges them for their contribution when company goals and objectives are achieved, 22% of the employees disagree.

TABLE 26: ADEQUATE FEEDBACK

Adequate Feedback	No of Respondents	Percentage
Strongly agree	24	16
Agree	69	46
Neutral	21	14
Disagree	27	18
Strongly disagree	9	6
Total	150	100

CHART 26: ADEQUATE FEEDBACK
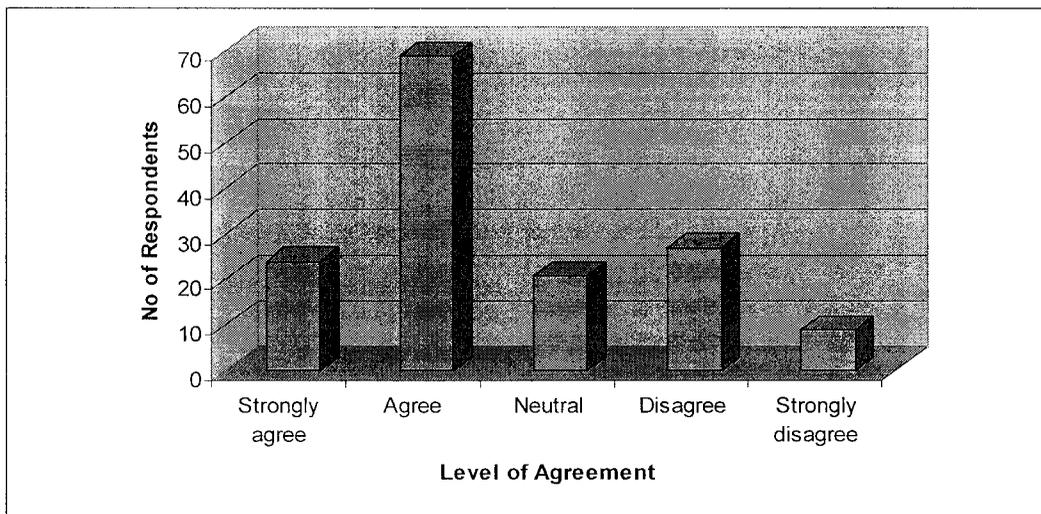
INTERPRETATION:

Majority 62% of the employees agree that they receive adequate feedback about their performance which is helpful for their improvement, motivation and other related activities. Only 24% of them disagree where their improvement and motivation level is less.

INFERENCE:

From the above table it is clear that only 16% of the employees strongly agree that they receive adequate feedback about their performance, 46% of them agree, 14% are neutral, 18% disagree and 6% of the employees strongly disagree to this statement.

TABLE 27: WORK EXPECTATIONS

Work expectations	No of Respondents	Percentage
Strongly agree	30	20
Agree	54	36
Neutral	36	24
Disagree	9	6
Strongly disagree	21	14
Total	150	100
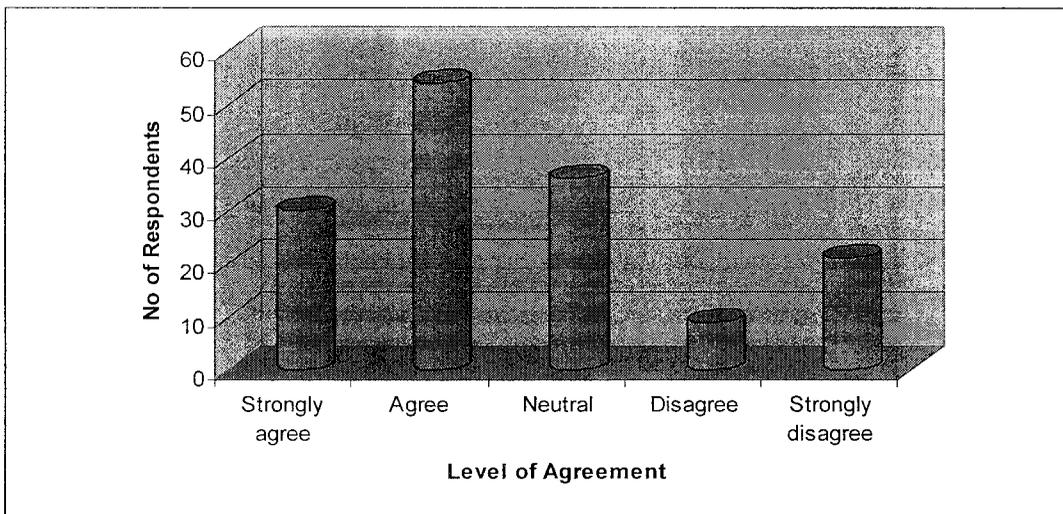
INTERPRETATION:

From the table it is clear that 56% of the employees agree that the company has realistic work expectations which makes them stress free, helps to concentrate on work and perform better. Only 20% of them disagree because their work tension is high.

INFERENCE:

From the above table it is clear that 20% of the employees strongly agree that their company has realistic work expectations, 36% agree, 24% are neutral, 6% of the employees disagree and the rest of the employees strongly disagree.

TABLE 28: FAIR PAYMENT FOR WORK

Fairly paid for Work	No of Respondents	Percentage
Strongly agree	6	4
Agree	75	50
Neutral	24	16
Disagree	21	14
Strongly disagree	24	16
Total	150	100

CHART 28: FAIR PAYMENT FOR WORK
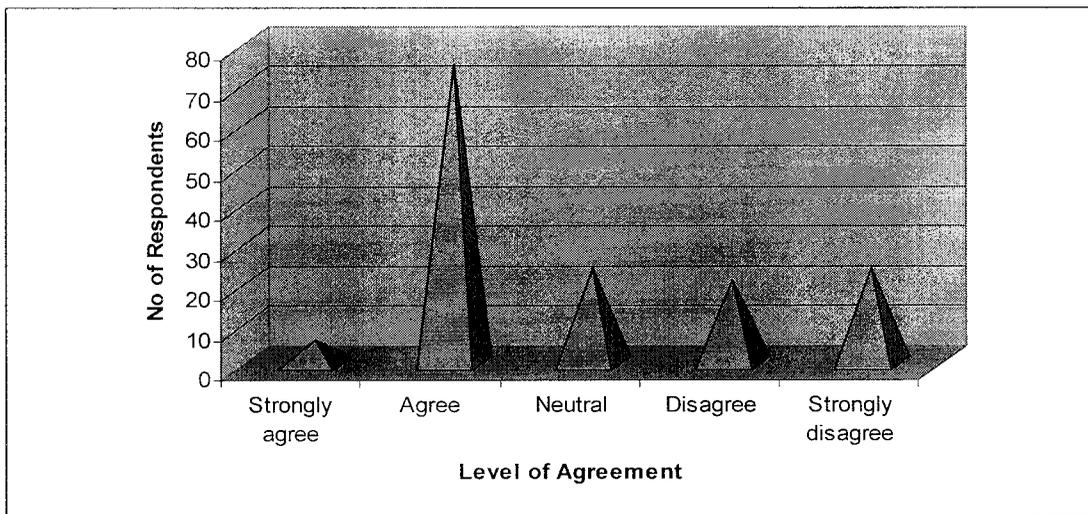
INTERPRETATION:

From the table it is clear that 54% of the employees agree that they are fairly paid for the work which gives them the job satisfaction and the motivation to work better for the company. Only 30% disagree because they are dissatisfied with the salary.

INFERENCE:

From the above table it is clear that only 4% of the employees strongly agree that they are fairly paid for the work, 50% of them agree to the statement, 16% are neutral, 14% disagree and the remaining 16% of the employees strongly disagree.

TABLE 29: BENEFITS OFFERED ARE SATISFACTORY

Benefits offered	No of Respondents	Percentage
Strongly agree	21	14
Agree	54	36
Neutral	21	14
Disagree	18	12
Strongly disagree	36	24
Total	150	100

CHART 29: BENEFITS OFFERED ARE SATISFACTORY
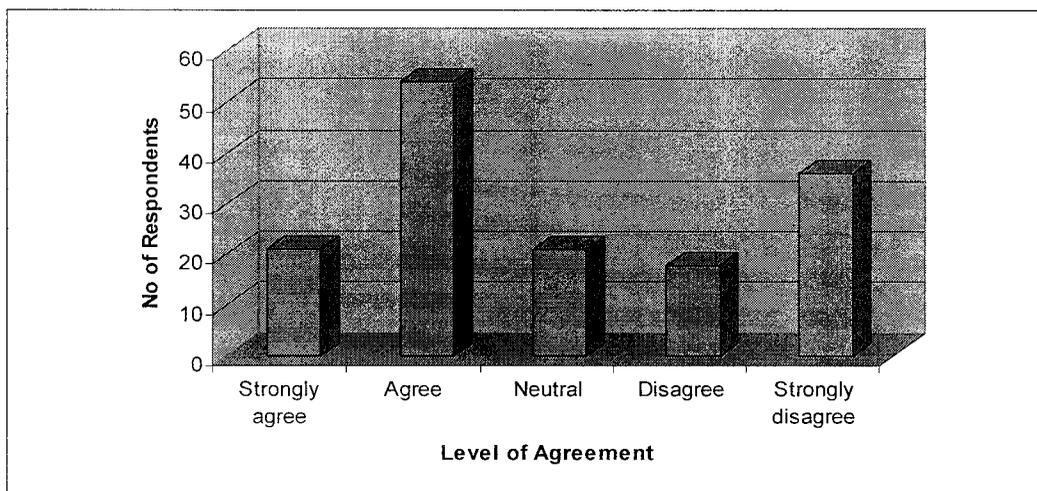
INTERPRETATION:

From the table it is clear that 50% of the employees agree that the benefits offered in the company are satisfactory since they have all resources that are necessary for the work and achievement of the goal. Only 36% of them disagree since they are not happy with the benefits offered.

INFERENCE:

From the above table it is clear that only 14% of the employees strongly agree that the benefits offered in the company are satisfactory, 36% agree, 14% are neutral, 12% of them disagree and the rest 24% of the employees strongly disagree to this statement.

TABLE 30: RECEIVE POSITIVE FEEDBACK

Positive Feedback	No of Respondents	Percentage
Strongly agree	27	18
Agree	48	32
Neutral	36	24
Disagree	24	16
Strongly disagree	15	10
Total	150	100

CHART 30: RECEIVE POSITIVE FEEDBACK
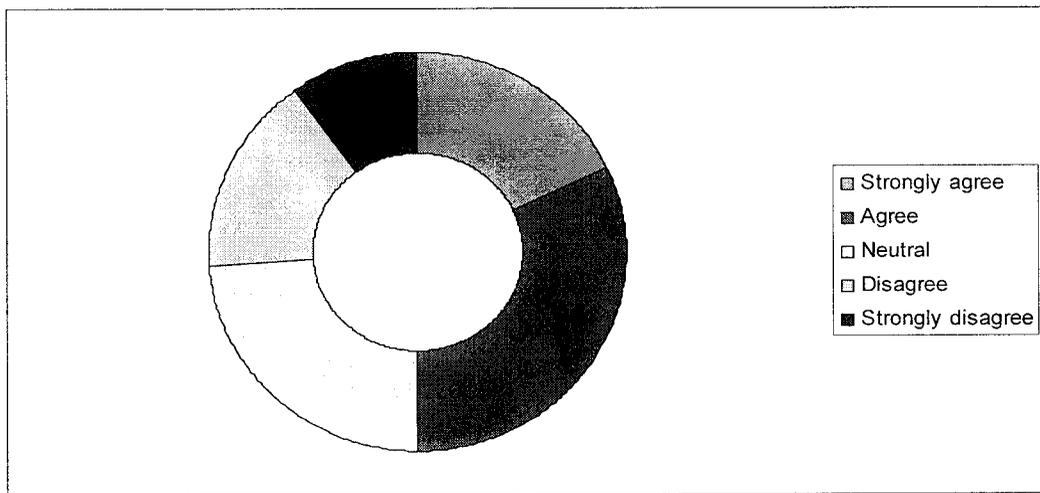
INTERPRETATION:

From the table it is clear that 50% of the employees agree that they receive positive feedback at least as often as negative feedback which gives them the motivation to perform better and achieve the goal. Only 26% of them disagree and hence their motivation level is low.

INFERENCE:

From the above table it is clear that only 18% of the employees strongly agree that they receive positive feedback at least as often as negative feedback, 32% agree, 24% are neutral, 16% of the employees disagree and the remaining employees strongly disagree.

TABLE 31: PROMETIONS HANDLED FAIRLY

Promotions handled fairly	No of Respondents	Percentage
Strongly agree	30	20
Agree	24	16
Neutral	36	24
Disagree	24	16
Strongly disagree	36	24
Total	150	100

CHART 31: PROMOTIONS HANDLED FAIRLY
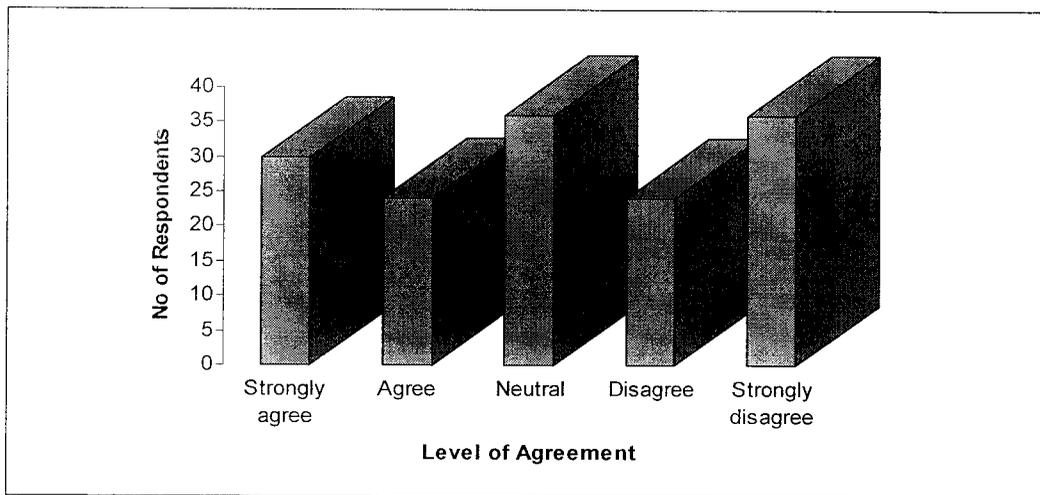
INTERPRETATION:

From the table it is clear that only 36% of the employees agree that promotions in the company are handled fairly which gives them more involvement in the job and the motivation to perform better. Majority 40% of them disagree where their involvement is less.

INFERENCE:

From the above table it is clear that 20% of the employees strongly agree that promotions in the company are handled fairly, 16% agree, 24% are neutral, 16% of the employees disagree and the remaining 24% of them strongly disagree to this statement.

TABLE 32: REQUIRED SKILLS

Required Skills	No of Respondents	Percentage
Strongly agree	57	38
Agree	51	34
Neutral	33	22
Disagree	6	4
Strongly disagree	3	2
Total	150	100

CHART 32: REQUIRED SKILLS
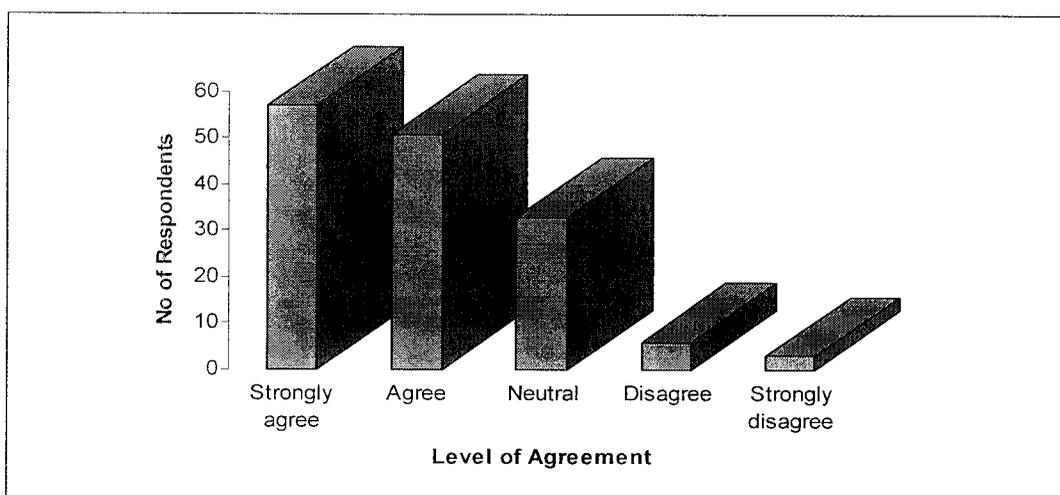
INTERPRETATION:

Majority 72% of the employees agree that they had the skills needed for the job when they were hired which helped them to learn the job fast and perform better for their improvement. Only 6% of them disagree where they had to learn the job.

INFERENCE:

From the above table it is clear that 38% of the employees strongly agree that they have the skills needed for the job when they were hired, 34% agree, 22% are neutral, 4% of the employees disagree and the rest 2% of them strongly disagree.

Receive Training	No of Respondents	Percentage
Strongly agree	48	32
Agree	60	40
Neutral	30	20
Disagree	3	2
Strongly disagree	9	6
Total	150	100

CHART 33: RECEIVE ADEQUATE TRAINING
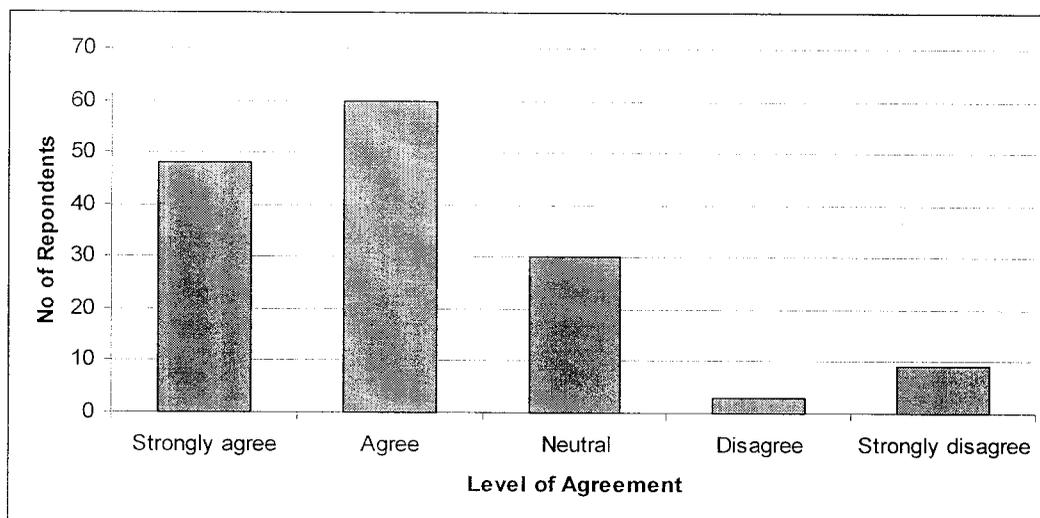
INTERPRETATION:

From the table it is clear that 72% of the employees agree that they receive adequate training which helps them to stay current in the skills they need to be effective in the job. Only 8% disagree where their effectiveness is less.

INFERENCE:

From the above table it is clear that 32% of the employees strongly agree that they receive training to stay current in the skills they need to be effective in the job, 40% agree, 20% are neutral, 2% of the employees disagree and the remaining 6% of the employees strongly disagree to this statement.

Good use of Abilities	No of Respondents	Percentage
Strongly agree	57	38
Agree	42	28
Neutral	24	16
Disagree	15	10
Strongly disagree	12	8
Total	150	100

CHART 34: GOOD USE OF ABILITIES
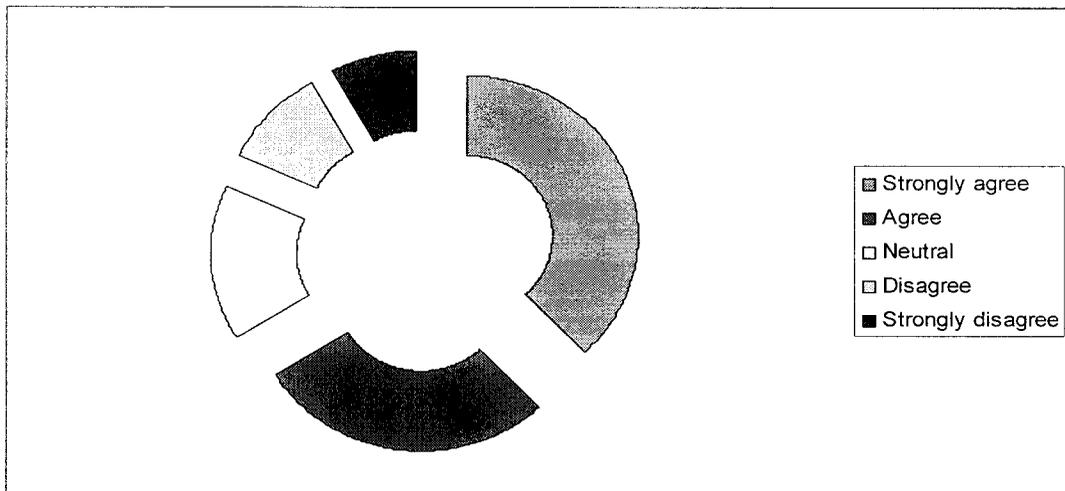
INTERPRETATION:

From the table it is clear that 66% of the employees agree that their job makes good use of their abilities where they are able to give their best so that the company goals and objectives are achieved. Only 18% of them disagree since they cannot give their best.

INFERENCE:

From the above table it is clear that 38% of the employees strongly believe that their job makes good use of their abilities, 28% agree, 16% are neutral, 10% of the employees disagree and the remaining 8% of them strongly disagree to this statement.

Handle workload	No of Respondents	Percentage
Strongly agree	60	40
Agree	60	40
Neutral	24	16
Disagree	0	0
Strongly disagree	6	4
Total	150	100

CHART 35: HANDLE WORKLOAD
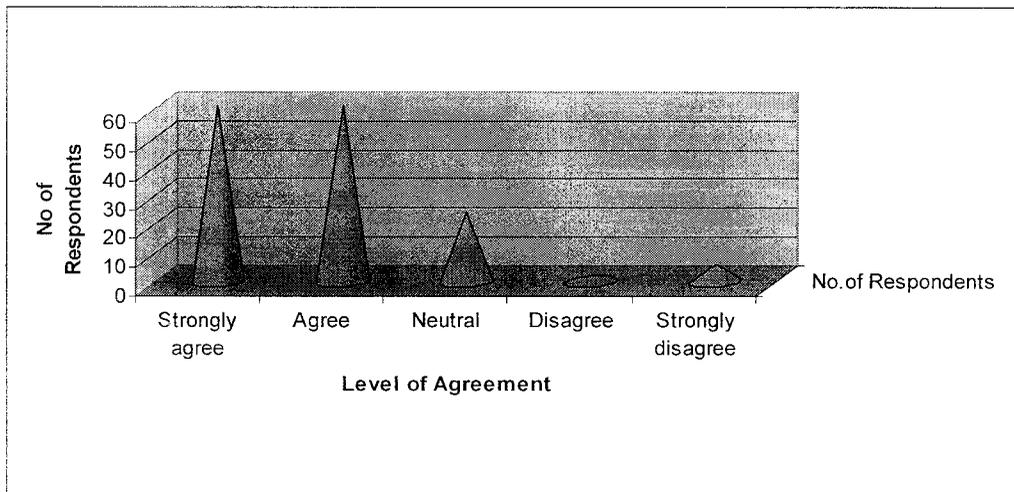
INTERPRETATION;

From the table it is clear that majority 80% of the employees agree that they can handle the size of the workload which gives them the ability to overcome and balance any work in the company and overcome stress at work. Only 4% strongly disagree since they cannot handle the workload.

INFERENCE:

From the above table it is clear that 40% of the employees strongly believe that they can handle the size of workload, 40% agree, 16% are neutral and the remaining 4% disagree to this statement.

Helps in Development	No of Respondents	Percentage
Strongly agree	63	42
Agree	27	18
Neutral	21	14
Disagree	18	12
Strongly disagree	21	14
Total	150	100

CHART 36: HELPS IN DEVELOPMENT
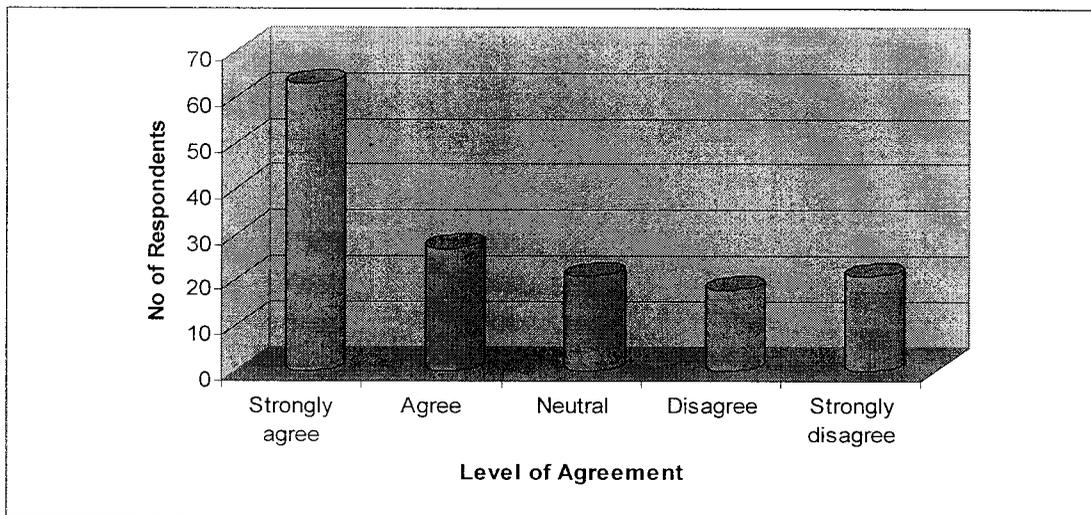
INTERPRETATION:

From the table it is clear that 60% of the employees agree that the company helps them to develop themselves and their career which gives them the opportunity for a bright future in the field. Only 26% of them disagree since they had little development.

INFERENCE:

From the above table it is clear that 42% of the employees strongly agree that the company helps them to develop themselves and their career, 18% agree to this, 14% are neutral, 12% of the employees disagree and 14% of them strongly disagree.

1) AGE & DIVERSITY APPRECIATION

Diversity / Age	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
18 – 24	18	42	21	6	0	87
25 – 34	3	27	6	6	3	45
35 – 44	3	9	3	3	0	18
Above 45	0	0	0	0	0	0
Total	24	78	30	15	3	150

Null Hypothesis H0: There is no significant relationship between age and diversity appreciation.

Alternative Hypothesis Ha: There is significant relationship between age and diversity appreciation.

INTERPRETATION:

From the analysis it is clear that there is no relationship between age and diversity appreciation since the company acknowledges all its employees for diversity as long as it is fruitful to the company independent of the age.

INFERENCE:

The calculated value chi-square (8.766) is lesser than the table value (11.070) for 5 degrees of freedom at 5% level of significance. Hence the null hypothesis is accepted and it is inferred that there is no significant relationship between age and diversity appreciation.

2) AGE AND RESPECT BY MANAGEMENT

Respect by mgt / Age	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
18 – 24	42	15	12	6	12	87
25 – 34	15	12	3	6	9	45
35 – 44	6	6	3	3	0	18
Above 45	0	0	0	0	0	0
Total	63	33	18	15	21	150

Null Hypothesis H0: There is no significant relationship between age and respect by management.

Alternative Hypothesis Ha: There is significant relationship between age and respect by management.

INTERPRETATION:

From the analysis it is clear that there is no significant relationship between age and respect by management since the employees of all age group expect themselves to be treated with respect among the co-workers in the company.

INFERENCE:

The calculated value chi-square (6.8821) is lesser than the table value (11.070) for 5 degrees of freedom at 5% level of significance. Hence the null hypothesis is accepted and it is inferred that there is no significant relationship between the age and respect by the management.

3) GENDER AND FAIRLY PAID FOR THE WORK

Fairly paid/ Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	12	18	12	9	6	57
Female	6	16	12	12	15	93
Total	18	66	24	21	21	150

Null Hypothesis H0: There is no significant relationship between gender and fairly paid for the work.

Alternative Hypothesis Ha: There is significant relationship between gender and fairly paid for the work.

INTERPRETATION:

From the analysis it is clear that there is significant relationship between gender and fair payment for work as the male employees expect more salary when compared with the female employees in the company.

INFERENCE:

The calculated value chi-square (11.9716) is greater than the table value (9.488) for 4 degrees of freedom at 5% level of significance. Hence the null hypothesis is rejected and it is inferred that there is significant relationship between the gender and fairly paid for the work.

4) EDUCATION AND EMPLOYEE SUGGESTIONS

Employee suggestions/ Education	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
HSC	0	0	0	0	0	0
UG	12	24	15	3	15	69
PG	6	15	12	9	12	54
Others specify	6	9	6	3	3	27
Total	24	48	33	15	30	150

Null Hypothesis H0: There is no significant relationship between education and management takes employee suggestions seriously.

Alternative Hypothesis Ha: There is significant relationship between education and management takes employee suggestions seriously.

Interpretation:

From the analysis it is clear that there is no significant relationship between the education and management takes employee suggestions seriously since the management treats all the employees equally and takes suggestions from all of them as long as it is useful to the company irrespective of their educational background.

Inference:

The calculated value chi-square (7.715) is lesser than the table value (12.592) for 6 degrees of freedom at 5% level of significance. Hence the null hypothesis is accepted and it is inferred that there is no significant relation between the education and management takes employee suggestions seriously

CHAPTER – 5
CONCLUSION & RECOMMENDATIONS

FINDINGS AND SUGGESTIONS

FNDINGS:

1) Majority 60 % of the employees belong to the age group of 18-24 because most of the activities carried on are related to customer voice and telecalling for which the company prefers this group of people. In the age group of above 45 there are employees only in the higher posting.

2) Majority 64% of the employees are females since they are most suitable for activities like customer voice and telecalling which are the major activities in the company. Only 34% of them are male employees who occupy various departments including customer voice.

3) Majority 54% of the employees are undergraduates because the company prefers candidate with basic degree and good communication skills since it is telecommunication sector. Only 36% of them are postgraduates who are mostly into the specific related departments.

4) Majority of the employees are single because the company mostly prefers freshers or otherwise candidates with 2-3 years of work experience. Only 22% of the employees are married who were also mostly unmarried when they joined the company.

5) Majority 72% of the employees agree that the work area is clean and well organized because they are comfortable working in their place whereas only 18% of the employees disagree because they are not comfortable in the work place.

6) Majority 64% of the employees agree that diversity is appreciated in the work environment since they are given the freedom to do the work and give their suggestions to the superiors. Only 12% strongly disagree since they feel they do not have the freedom.

7) Majority 68% of the employees agree that working conditions in the environment are continuously improving since they are provided with the necessary facilities that are important to be updated with the job. Only 14% of them disagree since they are not happy with the conditions.

8) Majority 76% of the employees agree that they have the resources they need since the company provides them all the necessary equipments that are required to perform the job effectively. Only 14% of the employees disagree since they do not perform effectively.

9) From the table it is clear that 50% of the employees agree that the work environment is not stressful because they are given the freedom and are not pressurized with work. Only 26% of the employees disagree because they are not happy with the work environment.

10) Majority 84% of the employees agree that they have confidence in the co-workers at company since they maintain a friendly relationship with all the employees in the company. Only 10% of them disagree since they are reserved type of persons.

11) From the table it is clear that 52% of the employees agree that team work is recognized and rewarded in the company because the company motivates the employees to work in teams as it gives better results and ideas. Only 28% of the employees disagree since they are not much involved in the work.

12) Majority 88% of the employees agree that the people in their department work well together since the company has created a suitable environment to encourage team work. Only 10% disagree since they are not much involved with the job.

13) Majority 72% of the employees agree that all the departments in the company work well together because the management takes steps to co-ordinate between the departments which is important for the smooth functioning of the organization. Only 12% disagree where the co-ordination is less.

14) Only 48% of the employees agree that the resources are freely shared throughout the company since they work as teams and hence they share resources whereas 24% of the employees disagree since they do not work in teams.

15) Majority 64% of the employees agree that their department communicates well with other departments this is because the company encourages interdepartmental co-ordination which is necessary for the smooth functioning. Only 22% of them disagree since they are not comfortable working in the company.

16) Majority 84% of the employees agree that their department makes valuable contribution to the company since they involve themselves much in the work and growth of the company. Only 12% disagree to this since they are less involved in the activities.

17) Majority 86% of the employees agree that their department meets its internal and external customer requirements since the main aim of the company is customer satisfaction and customer delight. Only 4% disagree that company meets customer requirements.

18) Majority 58% of the employees agree that they can communicate effectively with the senior management since there is good understanding between them and also the management takes employee suggestions seriously. Only 28% disagree and hence their understanding is lesser.

19) From the table it is clear that 56% of the employees agree that information is freely accessible and made readily available by the management which is helpful to complete the work as required by the company and on time. Only 26% of the employees disagree since they face problems.

20) From the table it is clear that only 52% of the employees agree that they trust the management since the management gives them responsibilities and   freedom to do the work. 30% of the employees disagree because they feel they do not have the freedom to do work.

21) Majority 72% of the employees agree that the mistakes are treated with understanding and they are helped to learn from it which helps in their development, improvement and overall performance. Only 20% disagree since their development is less.

22) Majority 66% of the employees agree that they are treated with respect by management since management takes employees suggestions seriously and honours their feeling by giving consideration. Only 22% of them disagree since their suggestions were not considered.

23) From the analysis it is noted that only 16% of the employees strongly agree that the management takes employee suggestions seriously, 32% agree, 22% are neutral, 10% of the employees disagree and the remaining 20% of them strongly disagree.

24) From the table it is clear that 56% of the employees agree that management assigns them appropriate amount of work which helps them to balance between personal and work life in order to relax themselves. Only 24% of them disagree since they face problems in personal life.

25) Majority 62% of the employees agree that the company acknowledges them for their contribution when the company goals and objectives are achieved by rewarding them with extra payment and allowances or otherwise by promotions. Only 22% of them disagree since they do not receive any allowances.

26) Majority 62% of the employees agree that they receive adequate feedback about their performance which is helpful for their improvement, motivation and other related activities. Only 24% of them disagree where their improvement and motivation level is less.

27) From the table it is clear that 56% of the employees agree that the company has realistic work expectations which makes them stress free, helps to concentrate on work and perform better. Only 20% of them disagree because their work tension is high.

28) From the table it is clear that 54% of the employees agree that they are fairly paid for the work which gives them the job satisfaction and the motivation to work better for the company. Only 30% disagree because they are dissatisfied with the salary.

29) From the table it is clear that 50% of the employees agree that the benefits offered in the company are satisfactory since they have all resources that are necessary for the work and achievement of the goal. Only 36% of them disagree since they are not happy with the benefits offered.

30) From the table it is clear that 50% of the employees agree that they receive positive feedback at least as often as negative feedback which gives them the motivation to perform better and achieve the goal. Only 26% of them disagree and hence their motivation level is low.

31) From the table it is clear that only 36% of the employees agree that promotions in the company are handled fairly which gives them more involvement in the job and the motivation to perform better. Majority 40% of them disagree where their involvement is less.

32) Majority 72% of the employees agree that they had the skills needed for the job when they were hired which helped them to learn the job fast and perform better for their improvement. Only 6% of them disagree where they had to learn the job.

33) From the table it is clear that 72% of the employees agree that they receive adequate training which helps them to stay current in the skills they need to be effective in the job. Only 8% disagree where their effectiveness is less.

good use of their abilities where they are able to give their best so that the company goals and objectives are achieved. Only 18% of them disagree since they cannot give their best.

35) From the table it is clear that majority 80% of the employees agree that they can handle the size of the workload which gives them the ability to overcome and balance any work in the company and overcome stress at work. Only 4% strongly disagree since they cannot handle the workload.

36) From the table it is clear that 60% of the employees agree that the company helps them to develop themselves and their career which gives them the opportunity for a bright future in the field. Only 26% of them disagree since they had little development.

CHI-SQUARE FINDINGS:

1) From the analysis it is clear that there is no relationship between age and diversity appreciation since the company acknowledges all its employees for diversity as long as it is fruitful to the company independent of the age.

2) From the analysis it is clear that there is no significant relationship between age and respect by management since the employees of all age group expect themselves to be treated with respect among the co-workers in the company.

3) From the analysis it is clear that there is significant relationship between gender and fair payment for work as the male employees expect more salary when compared with the female employees in the company.

4) From the analysis it is clear that there is no significant relationship between the education and management takes employee suggestions seriously since the management treats all the employees equally and takes suggestions from all of them as long as it is useful to the company irrespective of their educational background.

CONSIDERED RECOMMENDATIONS:

- ➤ The management can provide salary increment for the employees based on their performance in addition to their qualification and experience in the field.

- ➤ Regular feedback must be given and taken between the superior and sub-ordinates to avoid future mistakes.

- ➤ The organization should take care in maintaining the awareness level prevailing among the employees, such that information is made readily available by the management.

- ➤ Employees who are coming forward with their suggestion should be properly treated and acknowledged and they can also be motivated by giving some rewards.

- ➤ Working conditions of the employees should be improved so that they don't feel stressful at work.

- ➤ Promotions must be handled fairly based on the performance along with the experience and skill set of the employees.

CONCLUSION:

From the analysis it is noted that the level of Organization Climate prevailing among the employees in BHARTI AIRTEL LIMITED, Chennai is overall found to be satisfactory, though some of the employees are not very happy with all aspects of the climate prevailing in the company. The employees of Bharti Airtel value their company name, the reputation of the company and the brand image that the company has created for it. The employees of the company are proud to be a part of the Bharti Airtel family and to take part in the growth of the company.

The management can provide salary increment for the employees based on their qualification and experience in the field. Regular feedback must be given and taken between the superior and sub-ordinates to avoid future mistakes. Working conditions of the employees should be improved so that they don't feel stressful at work. Promotions must be handled fairly based on the experience and skill set of the employees.

The success or failure of an organization depends apart from other factors, primarily on the efficiency of its human resources. Hence the human resources of the organization must be better developed and utilized for the success of an organization. In other words, there must be a favourable organizational climate in every organization for its success. For this purpose, the management must take some steps to create a favourable organizational climate in the organization.

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WEBSITES:

www.airtelworld.com

www.google.com

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APPENDIX

Personal information

1. Name:

2. Age : ○ 18-24 ○ 25-34 ○ 35-44 ○ above 45

3. Gender: ○ Male ○ Female

4. Educational qualification: ○ HSC ○ UG ○ PG ○ Others specify _____

5. Marital status: ○ Single ○ Married

6. Department :

Environment

7. My work area is clean and well organized.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

8. Diversity is appreciated in my work environment.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

9. Working conditions in my environment are continually improving.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

10. I have the resources I need to perform my job effectively.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

11. My work environment is not stressful.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

12. I have confidence in my co-workers at my company.

     1   2   3   4   5

13. Team work is recognized & rewarded in our company.

     1   2   3   4   5

14. The people in my department work well together.

     1   2   3   4   5

15. All of the departments at my company work well together.

     1   2   3   4   5

16. Resources are freely shared throughout the company.

     1   2   3   4   5

17. My department communicates well with other departments in my company.

     1   2   3   4   5

18. My department makes a valuable contribution to my company.

     1   2   3   4   5

19. My department meets it's internal and external customer requirements.

     1   2   3   4   5

Management Effectiveness

20. I can communicate effectively with senior management.

    1   2   3   4   5

21. Information is freely accessible & made readily available by management.

    1   2   3   4   5

22. I trust management.

    1   2   3   4   5

23. Mistakes are treated with understanding & we are helped to learn from it.

    1   2   3   4   5

24. I am treated with respect by management.

    1   2   3   4   5

25. Management takes employee suggestions seriously.

    1   2   3   4   5

26. Management assigns me an appropriate amount of work.

    1   2   3   4   5

27. My company acknowledges me for my contribution when company goals and objectives are achieved.

   1   2   3   4   5

28. I receive adequate feedback about my performance.

   1   2   3   4   5

29. My company has realistic work expectations.

   1   2   3   4   5

30. I am fairly paid for my work.

   1   2   3   4   5

31. The benefits offered me at my company are satisfactory.

   1   2   3   4   5

32. I receive positive feedback at least as often as negative feedback.

   1   2   3   4   5

33. Promotions at my company are handled fairly.

   1   2   3   4   5

34. I had the skills I needed for this job when I was hired.

1   2   3   4   5

35. I receive training to stay current in the skills I need to be effective in my job.

1   2   3   4   5

36. Training is a priority at my company.

1   2   3   4   5

37. My job makes good use of my abilities.

1   2   3   4   5

38. I can handle the size of my workload.

1   2   3   4   5

39. My company helps me to develop myself and my career.

1   2   3   4   5