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**A STUDY ON ORGANISATIONAL CLIMATE WITH SPECIAL
REFERENCE TO MANO FASHIONS, COIMBATORE**

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A PROJECT REPORT
Submitted to the

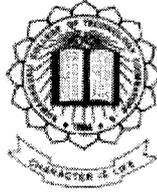
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In partial fulfillment of the requirements
for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

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DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY
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BONAFIDE CERTIFICATE

Certified that this project report titled “A STUDY ON ORGANISATIONAL CLIMATE WITH SPECIAL REFERENCE TO MANO FASHIONS, COIMBATORE ” is the bonafide work of Ms.PADMA PRIYA.B (71206631036) 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

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Examiner I



Examiner II

DECLARATION

I, hereby declare that this project report entitled as “A STUDY ON ORGANISATIONAL CLIMATE WITH SPECIAL REFERENCE TO MANO FASHIONS, 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 faculty guide Dr.B.SUBRAMANI 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.

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SPECIAL REFERENCE TO MANO FASHIONS**”

During the tenure her performance was Very Good.

For MANO FASHIONS

**M.V.CHANDRAN
MANAGER.**

EXECUTIVE SUMMARY

The study entitled “**A STUDY ON ORGANISATIONAL CLIMATE WITH SPECIAL REFERENCE TO MANO FASHIONS, COIMBATORE**” to know the workers level of agreement on various dimensions of the organisational climate offered in the organization. Organisational climate is a very important factor that every industry should consider for better functioning and efficient performance of their work force. It emphasizes on providing the employees with a good healthy environment. Organisational climate can be defined as an attribute of the organization, composed of behaviours, attitudes and feelings, which are characteristic of the organization.

Organisational climate is referred as the entire internal environment of the organization. The climate reflects the needs, desires, and aspirations of the people who form the environment. In that context, an environment has about it a set of characteristics that are perceived by the organisational members. Organisational climate is more concerned with the impact that organisational systems have on groups and individuals; and it is expressed in the form of organisational members’ perceptions of observable practices and procedures that are reflected in organisational life. The various dimensions of organisational climate considered for this study are Scope for advancement, Training and Education, Grievance handling, Monetary benefits, Team spirit, Performance appraisal and personnel policies, Recognition and appreciation, Participation in Management, Safety and Security, Welfare Facilities.

The pilot survey was done by taking 30 samples. Survey on two hundred and fifty workers was done using census method and the necessary data was collected by distributing questionnaires among them. The analysis of the data is done by using percentage analysis, chi-square test, weighted average score analysis and rank correlation. The study helps to know the agreement level of the workers and their perception about the dimensions of the organisational climate offered in the organization. The opinion of workers were collected and analyzed. Based on the findings suitable suggestions and conclusions were given to the management for the betterment of the organization.

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CHAPTER 1
INTRODUCTION

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INTRODUCTION

1.1 BACKGROUND

Organizations are social units (or human groupings) deliberately constructed and reconstructed to seek specific goals. The success of the organization will require well-trained, effective employees.

A definition of organisational climate is as, “Climate can be defined as an attribute of the organization, composed of behaviours, attitudes and feelings, which are characteristic of the organization”.

In the organisational behaviour research literature, the notion of organisational climate is defined primarily in terms of shared perceptions of organisational policies, practices and procedures. Thus organisational climate includes employee perceptions and evaluations of leadership practices, decision-making processes, working relationships among employees, appraisal and recognition, as well as roles and goals. Organisational climate reflects the way things are done in a particular work environment. Organisational climate perceptions are viewed as a critical determinant of individual behaviour in organizations, mediating the relationship between objective characteristics of the work environment and individual employee responses.

“The climate has originated, evolved and continues to develop in the ongoing interactions between individuals and organisational settings”. In the daily interactions and confrontations with structures and processes of the organization, behaviours, attitudes and emotions develop that make up the climate. The shared perceptions that organisational members have about the policies, practices and procedures, which are supported and expected in the organization, determine the specific climate.

The members of the organization and their personalities have a central influence on climate. Each organisational member notices it and can describe it in light of his or her own perceptions. Individuals interpret their perceptions and react according to

their conclusions. Interpretations are dependent on the individual abilities and motives; different motives lead to different perceptions and thus behaviours. But even if each member has his or her own unique interpretation, climate is a real existing phenomena in the organizations, independent of how it is perceived by the individual members. It must be viewed as an organisational reality, just as much as informal status hierarchies or group norms. Knowing about the specific organisational climate and the way in which people with individual personalities, value systems, needs and motives respond to different climates could be a help to understand and explain behaviour in organizations.

Climate can be distinguished from three other concepts, namely organisational culture, social structure and labour relations:

1. **Organisational culture:** values and beliefs embraced by the majority of the members and referring to people, work, organizations and society.
2. **Social structure:** informal organization, leading actors, group formations, status hierarchy.
3. **Organisational climate:** shared characteristics as regards the way members behave toward one another, how they react to the goals of the organization, and how they express their feelings and attitudes. “Mood”, “atmosphere” and “spirit” are analogous although not entirely synonymous concepts.
4. **Labour relations:** nature of the relationship between local trade union organizations and company management.

Organisational climate is a system of the perception of people about the organization and its leaders, directly attributed to the leadership and management style of the leaders, based on the skills, knowledge and attitude and priorities of the leaders. The personality and behaviour of the leaders creates a climate that influences everyone in the organization.

Given the dynamic and competitive nature of business, organizations have to develop an environment and provide resources so as to enable all employees to engage in learning in order to acquire new competencies both for individual growth and development and to effectively achieve the objectives and mission of the organization. Employee’s satisfaction and performance are significantly determined by work

environment. Therefore, organizations should always strive for maintaining a satisfactory level of work environment. Employee growth and satisfaction with the job, and individual productivity are influenced by the overall climate in an organization.

DIMENSIONS OF THE ORGANISATIONAL CLIMATE

The various dimensions of organisational climate are Scope for advancement, Training and Education, Grievance handling, Monetary benefits, Team spirit, Performance appraisal and personnel policies, Recognition and appreciation, Participation in Management, Safety and Security, Welfare Facilities. These dimensions are explained as follows:

- **Scope for advancement**

The term scope for advancement means, promotion which is only the upward movement or the advancement of an employee in the organization to another job which commands more wages, status and higher responsibilities and opportunities. This also includes better environmental facilities and location which may accompany in change.

- **Training and education**

Companies spend heavily in training and education. Employees need to understand the goal of customer satisfaction to be given the training and responsibility to achieve this goal and to feel that they do indeed make a difference. The term training refers to the provision of training and encouraging the higher education to both the executives and the workers. There is less than 1% of the employees in India have ever had any training. The knowledge gained in education, school, college is not adequate to cope up with complex and individual problems. C.R.Dooley defines training is not something that is done once to new employee, it is used continuously in every establishment.

- **Grievance handling**

Maintaining quality of work life for its employees is an important concern for the any organization. The grievance handling procedure of the organization can affect the harmonious environment of the organization. The grievances of the employees are

related to the contract, work rule or regulation, policy or procedure, health and safety regulation, past practice, changing the cultural norms unilaterally, individual victimization, wage, bonus, etc. Here, the attitude on the part of management in their effort to understand the problems of employees and resolve the issues amicably have better probability to maintain a culture of high performance. Managers must be educated about the importance of the grievance process and their role in maintaining favorable relations with the union. Effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful, and productive workplace. Care should be taken in the way managers approaches the problem and perceiving the pros and cons of the situation and also must ensure effective, sensitive and confidential communication between all involved.

- **Monetary benefits**

Monetary benefits can be termed as compensations paid to the employees in return of the services they provide to the organization. The monetary benefits include basic salary, house rent allowance, conveyance, leave travel allowance, medical reimbursements, special allowances, bonus, Pf/Gratuity, etc. They are given at a regular interval at a definite time. Salary is the amount received by the employee for the work done by him/her for a certain period say a day, a week, a month, etc. It is the money an employee receives from his/her employer by rendering his/her services. The organization designs its monetary benefits to

- attract capable potential, skilled personnel to the organization.
- motivate the employees for the high productivity and performance.
- reduce the employee turnover and retain the employees for long service.
- improve the morale of the employees.

- **Team spirit**

A team is a small number of people with complementary skills, who are committed to a common purpose, set of performance goals and an approach for which they hold themselves mutually accountable. Team spirit means its the spirit of a group that makes the members want the group to succeed. It is a sense of unity and of common interests and responsibilities, as developed among a group of persons closely associated in a task, cause, enterprise, etc.

- **Performance appraisal and personnel policies**

Performance Appraisal can be defined as the process of evaluating the performance of an employee and communicating the result of the evaluation to him for the purpose of rewarding or developing the employee. According to Michael Armstrong, "Performance Appraisal is a formal assessment and rating of individual by their managers at-usually-an annual review meeting". Performance Appraisal is the systematic description of an employee's job relevant strengths and weakness. The basic purpose is to find out how well employee is performing the job and establish a plan of improvement. Performance Appraisals are most effective when they are based on the objectives of the work teams that support the organization. A 360 degree feedback approach has to be implemented for the employees so that performance management can be effective.

The purpose of a personnel policy is to create understanding of the company's objectives and how those objectives match the objectives of the employee. The company will with its personnel policy ensure a workplace, which can attract, maintain and develop a qualified and motivated staff of employees. The management attach importance to an employee's understanding of how performance of all tasks influences the company's result and consequently the foundation for both company and employee development.

- **Recognition and appreciation**

Recognition and appreciation of employee is essential tool to improve the morale and motivate the employees in the organization. It enhances the interest and encouragement to the workers to contribute their efforts to get appreciations and recognition. Compensation and Recognition refers to all aspect of pay & reward, including promotions, bonuses and recognition, either monetary or non-monetary and individual or group.

- **Participation in management**

Worker participation in management is an effective tool for prevention of industrial disputes. The level of workers' participation can vary from organization to organization. The basic objective of worker participation is to provide an opportunity to the workers to participate in the organizational decision-making.

By virtue of their participation, employees are bound to abide by all the decisions taken. This also helps in boosting the employee morale and enhancing their commitment to the organization.

Some of the common forms of worker participation in management in India are works committees, joint management councils, joint councils, plant councils, shop councils etc. Worker participation in India has achieved only partial success due to factors like lack of proper education among workers, lack of understanding between the management and the workers and multi-unionism. A good organizational environment built on mutual trust and confidence between the management and the workers would help in effective and successful worker participation in management.

- **Safety and security**

The term safety and security refers to safe and healthy working conditions, adequate job security to the employees various retirement benefits, workman compensation due to accidents and better medical care to the employees. The retirement benefits to the employees such as gratuity, provident fund, family pension and the employment to the wards of the employees were adequately given in the organization.

- **Welfare facilities**

The term welfare facilities refer to provision of welfare amenities to the employees and their families both on and off the work places. Welfare facilities on the work place will help for better working conditions in maintaining with clean atmosphere, lighting, ventilation, drinking water, rest room and off the work floor refers to housing, medical, transport and recreations etc.

1.2 REVIEW OF LITERATURE

Schneider (1974) refers to organisational climate as the entire internal environment of the organization. The climate reflects the needs, desires, and aspirations of the people who form the environment. In that context, an environment has about it a set of characteristics that are perceived by the organizational members.

According to Ekvall (1990), organisational climate is defined as a conglomerate of attitudes, feelings and behaviours that characterise life in an organization. This definition of organisational climate is just one of many in the literature. Even if there is some disagreement as to the exact meaning of the term, most authors seem to assume that the organisational climate is rather stable over time with respect to attitudes and that it affects people's behaviour. The organisational climate is important due to its potential to influence different organisational and psychological processes. Communication, problem solving, decision-making, learning and motivation can all be affected by the organisational climate. This in turn might have an impact on the effectiveness and productivity of the organization as well as the work environment and employee well-being in the work place.

Organisational climate is more concerned with the impact that organizational systems have on groups and individuals; and it is expressed in the form of organizational members' perceptions of observable practices and procedures that are reflected in organizational life. There is an extensive literature on organizational climate which suggests that a number of studies have been conducted on such a topic and the review of these studies indicates three distinct approaches to study the organizational climate, viz., (a) the perceptual measurement of individual attributes; (b) the perceptual measurement of organizational attributes; and (c) the multiple measurement of organizational attributes combining perceptual and more 'objective' measurements. These perspectives were distinguished by characterizing the first as 'psychological climate', and the second and the third perspectives as 'organisational climate' (Decision, 1996). Organisational climate is often considered as relatively temporary, subject to direct control, and largely limited to those aspects of the social environment that are consciously perceived by the organisational members.

The concept of organisational climate has its genesis in the following studies: Tagiuri and Litwin (1968) presented a variety of climate approaches ranging from organizational climate as an “objective set of organizational conditions” to organizational climate as the “subjective interpretation of individual and organizational characteristics”. Litwin and Stringer (1968) focused on the consequences of organizational climate for individual motivation, thus supporting the general idea that the climate encompasses both the organizational conditions and the individual reactions. Litwin and Stringer defined organizational climate in terms of nine climate dimensions: responsibility, reward, risk, structure, standards, support, warmth, conflict and identity. Likert (1967) proposed six dimensions of organizational climate: leadership, motivation, communication, decisions, goals and control. Hellriegel and Slocum (1974) formulated a five-dimension framework of organizational climate consisting of centralisation, supportiveness, innovation, peer relations and motivation to achieve.

Pareek (1986) identified what he believed to be the six motives, (viz., achievement, affiliation, influence, control, extension and dependence) relevant to understanding the behaviour of people in organizations. He designed an instrument, namely ‘Motivational Analysis of Organizations-Climate (MAO-C)’ to study organizational climate with special regard to the six motives (viz., achievement, expert influence, extension, control, dependency and affiliation) by employing twelve dimensions relevant to organizational processes (viz., orientation, interpersonal relationship, supervision, problem management, management of mistakes, conflict management, communication, decision-making, trust, management of rewards, risk-taking, and innovation and change). ‘Achievement motive’ is one’s great zeal for excellence in the work area where one is interested. In an ‘achievement’ dominated climate, most of the employees are willing to be deeply involved in working on challenging assignments. ‘Expert Influence Motive’ is one’s urge to influence others to get whatever one desires to get done through others and for the purpose of bringing changes into the personality of the relevant people. In a climate dominated by the ‘expert-influence motive’, specialists play a significant role in organizational processes, influence most of the decisions and their achievements are highly rewarded in the organizations. ‘Extension Motive’ is one’s desire to be helpful to others and one’s zeal to make one’s services relevant, useful and significant for various groups of society, particularly for the weaker sections of the society

at large. In an 'extension' dominated climate, tasks having social relevance are given importance and a sense of responsibility is emphasized, and thus the organization strives to be relevant to a societal cause. 'Control Motive' is one's desire to display personal power, to gain control over others, to be superior to others and to monitor events in one's work area. In a 'control' dominated climate, most of the employees are expected to strictly adhere to the rules/regulations, organizational norms and hierarchy of the authorities; decisions are finalized at the higher level of the hierarchy. 'Dependency Motive' is one's urge to consult others before taking any final decisions pertaining to the matters in hand and also to look for others' help in developing oneself. In a 'dependency' oriented climate, the key decisions are generally taken with the approval of the superior/higher authorities or experts, and thus a few people having a higher status control the organization and expect orderliness from all other people. 'Affiliation Motive' is one's urge for having close and warm relations with other people. In an 'affiliation' dominated climate, people emphasize maintaining cordial relations with each other and while giving rewards to the employees, the employees' relations with the reward sanctioning authorities matter.

According to (Pareek, 2002), Organisational climate can be defined as the perceived attributes of an organization and its sub-systems, reflected in the way it deals with members, groups and issues. He suggested that in the survey using the MAO-C instrument, the resultant perceived attributes related to the twelve dimensions (relevant to organizational processes) indicate the degree of dominance of each of the six motives; and the organizational climate may be characterized by the most dominant motive, viz., (i) climate dominated by the achievement motive, (ii) climate dominated by the expert influence motive, (iii) climate dominated by extension motive, (iv) climate dominated by the control motive, (v) climate dominated by the affiliation motive, and (vi) climate dominated by the dependency motive. It may be pointed out here that the first three climates in the MAO-C matrix are generally functional and the next three climates are generally dysfunctional. He further suggested that when the six motives are combined in a pattern of the most dominant and the back-up dominant motives, some thirty organisational climate combinations (e.g. Achievement-Extension, Expert Influence-Dependency) may emerge and each combination characterizes a somewhat different functional or dysfunctional impact. In general, climates dominated by any combination of achievement, expert influence and extension are conducive to the realization of the desired goals

whereas climates dominated by any combination of control, affiliation and dependency retard the achievement of these goals.

Khanna (1985) reported correlations among the six perceived motives of the MAO-C framework and the measures of organizational effectiveness, viz., consensus, legitimization, need for independence, self-control, job-involvement, innovation, organization commitment, organizational attachment and job-satisfaction. The results of the study conducted by Singh and Nath (1991) show that the subjects who scored high on the achievement, affiliation and dependency dimensions of organizational climate were observed to be more highly involved in their jobs than those who scored low on such dimensions. In fact, employees perceive the different dimensions of organizational climate with different intensities (Gani and Shah, 2001). There is relatively a strong relationship between organizational climate and employee satisfaction, even if it is moderated by individual differences (O' Reilly et al., 1991). Aileni and Prasad (1995) and Srivastava and Pratap (1984) conducted their studies in Indian settings and found a positive relationship between job satisfaction and the individual dimensions of organizational climate.

Woodman and King (1978) were viewed that phenomeno-logically, organizational climate is external to the individual. Renato Tagiuori (1968) highlighted the need to resolve the problems in the area of climate as follows:

- need to distinguish between objective and subjective environment.
- need to distinguish between person and the situation.
- need to determine as to which aspects of the environment should be specified.
- need to identify the structures and dynamics of the environment.

According to Moos (1979), Organisational climate exerts directional influences on behaviour. As viewed by Baumargar et al., (1979), Organisational climate is a product of leadership practices, communication practices and enduring and systematic characteristics of the working relationship among persons and divisions of any particular organization and individual organization too has its own unique identity or personality. According to Rachel (1970), explains that the organizational climate is a human environment within an organization in which employees do their work.

Organisational climate is an individual's description of the social setting or context of which a person is a part. It is a content-free concept denoting in a sense generic perception of the context in which an individual behaves and responds. Forehand and Gilmer (1964) have defined climate as the characteristic that distinguishes one organization from the other, endure over a period of time and influence the behaviour of people in organizations, i.e. the personality of the organization. Glick (1985) has explained organizational climate as a generic term for a broad class of organizational, rather than psychological variables that describe the context for individuals' actions.

A basic formulation in terms of a simple equation was given by Lewin (1951) to explain the relationship between individuals and their social environments.

$$B = f (P, E)$$

In which B = Behaviour, P = the person and E = the environment.

In line with the proposition of Lewinian Field Theory a number of studies have shown that organisational climate (social environment) influences the attitudes and behaviour of individuals in the organizations.

The concept of organisational climate has been assessed by various authors, of which many of them published their own definition of organisational climate. For those interested in understanding organizational climate, it is important to make some distinctions. First, climate and culture are both important aspects of the overall context, environment or situation. Organizational cultures are generally deep and stable. Climate, on the other hand, is often defined as the recurring patterns of behavior, attitudes and feelings that characterize life in the organization (Isaksen & Ekvall, 2007). Although culture and climate are related, climate often proves easier to assess and change. At an individual level of analysis the concept is called individual psychological climate. These individual perceptions are often aggregated or collected for analysis and understanding at the team or group level, or the divisional, functional, or overall organizational level.

Organisational climate, however, proves to be hard to define. There are two especially intractable and related difficulties: how to define climate and how to measure it effectively on different levels of analysis. Furthermore there are several approaches to the concept of climate, of which two in particular have received substantial patronage: the

cognitive schema approach and the shared perception approach. The first approach regards the concept of climate as an individual perception and cognitive representation of the work environment. From this perspective climate assessments should be conducted at an individual level. The second approach emphasizes the importance of shared perceptions as underpinning the notion of climate (Anderson, & West, 1998; Mathisen & Einarsen 2004). Reichers and Schneider (1990) define organisational climate as "the shared perception of the way things are around here". It is important to realize that from these two approaches, there is no "best" approach and they actually have a great deal of overlap.

Organisational Climate (sometimes known as Corporate Climate) is the process of quantifying the "culture" of an organization. Researchers Hart, Griffin, Wearing & Cooper (1996) have pursued the shared perception model of Organisational Climate. Their model identifies the variables which moderate an organization's ability to mobilise its workforce in order to achieve business goals and maximise performance. One of the major users of this model includes many departments of the Queensland State Government (Australia). These departments use this model of Climate to survey staff to identify and measure those aspects of a workplace which impact on: stress, morale, quality of worklife, wellbeing, employee engagement, absenteeism/presenteeism, turnover and performance. Theories of Cognitive and Neuropsychology and Emotional Intelligence provide additional scientific rationale for why leaders should improve stress and morale in the workplace to achieve maximum performance. Climate surveys can provide concrete evidence of how this works in action.

A number of studies by Dr Dennis Rose and colleagues (2001, 2002, 2004) have found a very strong link between Organisational Climate and employee reactions such as stress levels, absenteeism and commitment and participation. A study by Heidi Bushell (2007) has found that Hart, Griffin et al's (1996) Organisational Climate model accounts for at least 16% single-day sick leave and 10% separation rates in one organization. Other studies support the links between organizational climate and many other factors such as employee retention, job satisfaction, well-being, and readiness for creativity, innovation and change. Hunter, Bedell and Mumford (2007) have reviewed numerous approaches to climate assessment for creativity. They found that those climate

studies that were based on well-developed, standardized instruments produced far higher effect sizes than did studies that were based on locally developed measures.

Joseph Wallace, James Hunt, Christopher Richards has conducted a research on the title 'The relationship between organisational culture, organisational climate and managerial values', 1999. This paper begins with a comprehensive review of the management literature on culture, and demonstrates close parallels with research and writings on organisational climate and values. The paper then reports the findings from an empirical investigation into the relationship between the organisational culture, climate, and managerial values of a large Australian public sector agency. The relative strengths of four dimensions of culture in this organization were measured using Hofstede's instrument. Added to this were items from a questionnaire developed by Ryder and Southey, derived from the Jones and James instrument measuring psychological climate and providing scores across six specific dimensions of organisational climate. Measures of managerial values, drawn from a questionnaire by Flowers and Hughes, were also incorporated. Results show that levels of culture within this particular organization are at variance with those reported by Hofstede from his Australian data. Findings indicate a strong link between specific organisational climate items and a number of managerial values dimensions. Additional relationships between particular dimensions of culture, climate and managerial values are also reported. From this, a hypothesised, predictive model of linkages between the constructs is presented.

Peter Kangis, D. Gordon, S. Williams has conducted a study on the title 'Organisational climate and corporate performance: an empirical investigation', 2000. Interest in organisational climate and its link with corporate performance is gaining momentum. The aim of this paper is to contribute to this discourse by examining the extent to which "above" and "below" average performing companies also exhibit different climate measurements. A survey was conducted on a sample of electronic component manufacturers, as a sunrise industry in a growth phase, and hosiery and knitwear manufacturers, as a sunset industry, in decline. In turn, sub-samples of companies that performed above or below average for each of these sectors were selected. Climate dimension measurements collected from staff of the sample companies were analysed against corporate performance measurements. The results showed a consistent association between climate and performance. Independently of sector, companies performing above

average showed higher values on climate dimensions than those performing below average. Although a link was shown to exist between climate and performance, it would be premature to conclude that this connection is causal and, if so, in which direction.

Constantine Andriopoulos has presented an article on the title 'Determinants of organisational creativity: a literature review', 2001. In today's competitive business environment, global competition forces companies to perpetually seek ways of improving their products/services. Organizations increasingly aspire to become more creative and capitalise on the benefits of creativity, and perceive the development of conditions that encourage creativity within their working environment as a long-term process rather than a quick fix to their current problems. While the capability of an organization to become more creative must start at the level of the individual, individual creativity in itself is not enough. A vital, often ignored component of creativity is the creativity that occurs at the organisational level. This paper reviews writings in an attempt to clearly identify the factors that influence organisational creativity and hence that need to be taken into consideration when managing creativity in organisational settings. The literature review summarises five key factors that affect organisational creativity, namely organisational climate, leadership style, organisational culture, resources and skills and the structure and systems of an organization.

Christopher P. Parker , Boris B. Baltes, Scott A. Young, Joseph W. Huff, Robert A. Altmann, Heather A. LaCost, Joanne E. Roberts has conducted a study on the title 'Relationships between psychological climate perceptions and work outcomes: a meta-analytic review', 2003. In this study, meta-analytic procedures were used to examine the relationships between individual-level (psychological) climate perceptions and work outcomes such as employee attitudes, psychological well-being, motivation, and performance. Our review of the literature generated 121 independent samples in which climate perceptions were measured and analyzed at the individual level. These studies document considerable confusion regarding the constructs of psychological climate, organizational climate, and organizational culture and reveal a need for researchers to use terminology that is consistent with their level of measurement, theory, and analysis. Our meta-analytic findings indicate that psychological climate, operationalized as individuals' perceptions of their work environment, does have significant relationships with individuals' work attitudes, motivation, and performance. Structural equation modeling analyses of the

meta-analytic correlation matrix indicated that the relationships of psychological climate with employee motivation and performance are fully mediated by employees' work attitudes. We also found that the James and James (1989) PC_g model could be extended to predict the impact of work environment perceptions on employee attitudes, motivation, and performance. Despite the number of published individual-level climate studies that we found, there is a need for more research using standardized measures so as to enable analyses of the organizational and contextual factors that might moderate the effects of psychological climate perceptions. Finally, we argue for a molar theory of psychological climate that is rooted in the psychological processes by which individuals make meaning of their work experiences.

Kunhumoideen UA; Karunes S has conducted a study on the title 'Adequate compensation' and 'care for employees' safety' as dimensions of organisational climate : perceptions of management experts', 1991. A questionnaire was administered and discussions were conducted among management experts to understand their perceptions about the impact of each item, under the two Human Resource Management dimensions 'Adequate Compensation', and 'Care for Employees' Safety', on organisational climate. The study was conducted by splitting the management experts under two groups. 34 senior personnel executives from 29 industries (Group A) and 32 academic professors/consultants from 10 institutions (Group B) responded. The data was analysed to obtain averages and variances. The two means were compared using 't' tests to know whether the difference in perceptions are significant or not. The difference in perceptions about the impact of most of the items or organizational climate were found insignificant.

1.3 OBJECTIVES OF THE STUDY

- To study the existing opinion about the company among the workers of Mano Fashions.
- To find out the level of agreement on various issues of organisational climate among the workers.
- To analyze the expectations among the workers on those factors which they feel important in the organization.
- To study the gap between workers perception and managements opinion about the prevailing organisational climate in the company.
- To offer suggestions to the organization based on the findings of the study.

1.4 SCOPE OF THE STUDY

- The study on organizational climate provides an attempt to know the existing opinion about the company among the workers.
- The study will provide the views and thoughts of workers towards company.
- The study helps to know the level of agreement on various issues of organizational climate among the workers.
- Here the project deals to know the workers perception and managements opinion on various dimensions of organizational climate in the company.
- The study will help the organization to find out the drawbacks and take up remedial measures in order to bring an excellence in their action.

1.5 RESEARCH METHODOLOGY

TYPE OF STUDY

The study assumes the characteristics of descriptive research. The study helps to learn about and describe the characteristics of a group of employees, think systematically about aspects in a given situation, offer ideas for further research and help to make certain simple decisions.

SAMPLING DESIGN

To suggest suitable measures for improving the existing programme, 250 workers are considered as respondents for this study by using census method at Mano fashions.

METHOD OF DATA COLLECTION

Personnel study can be conducted by two types of data collection methods. They are primary and secondary data. In the present study the researcher collected primary data through the questionnaire and also through discussion with higher officials. The secondary data is obtained from records, files, brochures of organization.

TOOLS OF ANALYSIS

For the purpose of data analysis the statistical tool used in this study is,

- Percentage analysis
- Chi-square analysis
- Weighted average score analysis
- Rank correlation

1.6 LIMITATIONS OF THE STUDY

- The study is limited only to Mano Fashions, coimbatore.
- A major limitation of the study was trying to squeeze in such a vast topic into a tight two month schedule.
- 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.
- The findings of the study are confined to Mano Fashions and similar organizations and it cannot be generalized.

1.7 CHAPTER SCHEME

The study is reported in five chapters.

CHAPTER 1 - INTRODUCTION

The first chapter discusses the background to study, objectives, scope, limitations and methodology which includes type of study, sampling design, data collection and tools of analysis.

CHAPTER 2 – ORGANIZATION PROFILE

The second chapter discusses about the organization profile that includes the history of the organization, management, organization structure, products profile and the description of various functional areas.

CHAPTER 3 – MACRO-MICRO ANALYSIS

The third chapter discusses about the macro-micro analysis which deals with the prevailing economic scenario with respect to the industry.

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

The fourth chapter deals with data analysis and interpretation.

CHAPTER 5- CONCLUSIONS

The fifth chapter discusses about the conclusions that includes the findings regarding the performance of the company and the considered suggestions to improve the performance of the company.

CHAPTER 2
ORGANIZATION PROFILE

CHAPTER 2

ORGANIZATION PROFILE

2.1 HISTORY OF THE ORGANIZATION

It is located in a scenic landscape with 15,000-sqft area adequately equipped with automated machineries and modern infrastructure. The company name is Mano Fashions, Manufactures and Exporters of Woven Garments. The company is situated at sundapalayam, coimbatore. The chairman of the company is Mr. R.Ponnusamy and managing director is Mr. C.R.P.Manoharon.

The Proprietor Mr. C.R.P.Manoharon, started his career in 2000 in the Garment field being actively involved in the business, where from other than the daily office administrative chores and merchandising, his devotion was towards business development, marketing, sourcing and strengthening the buyer-seller relationship through constant communication and travel. The years of experience have enabled him to set up his own business independently.

2.2 MANAGEMENT

Production

The company is located in a scenic landscape with 15,000-sqft area adequately equipped with automated machineries and modern infrastructure. Their manufacturing operations are vertically integrated to facilitate all the process under one roof. Where the entire production is looked after by production manager, line supervisors and their team.

Production Capacity

45000 shirts per month. (Forty five thousand)

Sampling Division

They have a full-fledged in-house sampling division headed by an experienced pattern maker and his team.

Aim

To deliver quality garments at competitive prices; Develop a long standing business relationship with the clients.

Quality

Quality speaks volumes about the manufacturer and the product. They have got an efficient quality assurance team which looks into Quality management through continuous online checks right from receipts of raw materials to end product. Ensuring the end product meets buyers' requirement.

Client Base

They are doing orders for buyers like Tesco, Fila, Mother Care, Dunne's Stores, Dickies, Sans, Max etc., Domestic Brands are RAMRAJ, CROCODILE, TIBRE etc.,

Follow up

They have experienced Merchandisers who take care from sampling to shipment.

2.3 PRODUCTS PROFILE**Product Line**

An extensive range of garments in the Woven segment comprising of articles for Men, Women And Children, such as Shirts, Skirts, Boxer Shorts, Bermudas, Nightwear's, Kurtas, Pants etc., Besides developing their own collection, they are also glad to make a collection as per buyer's specific requirements.

Fabric collection

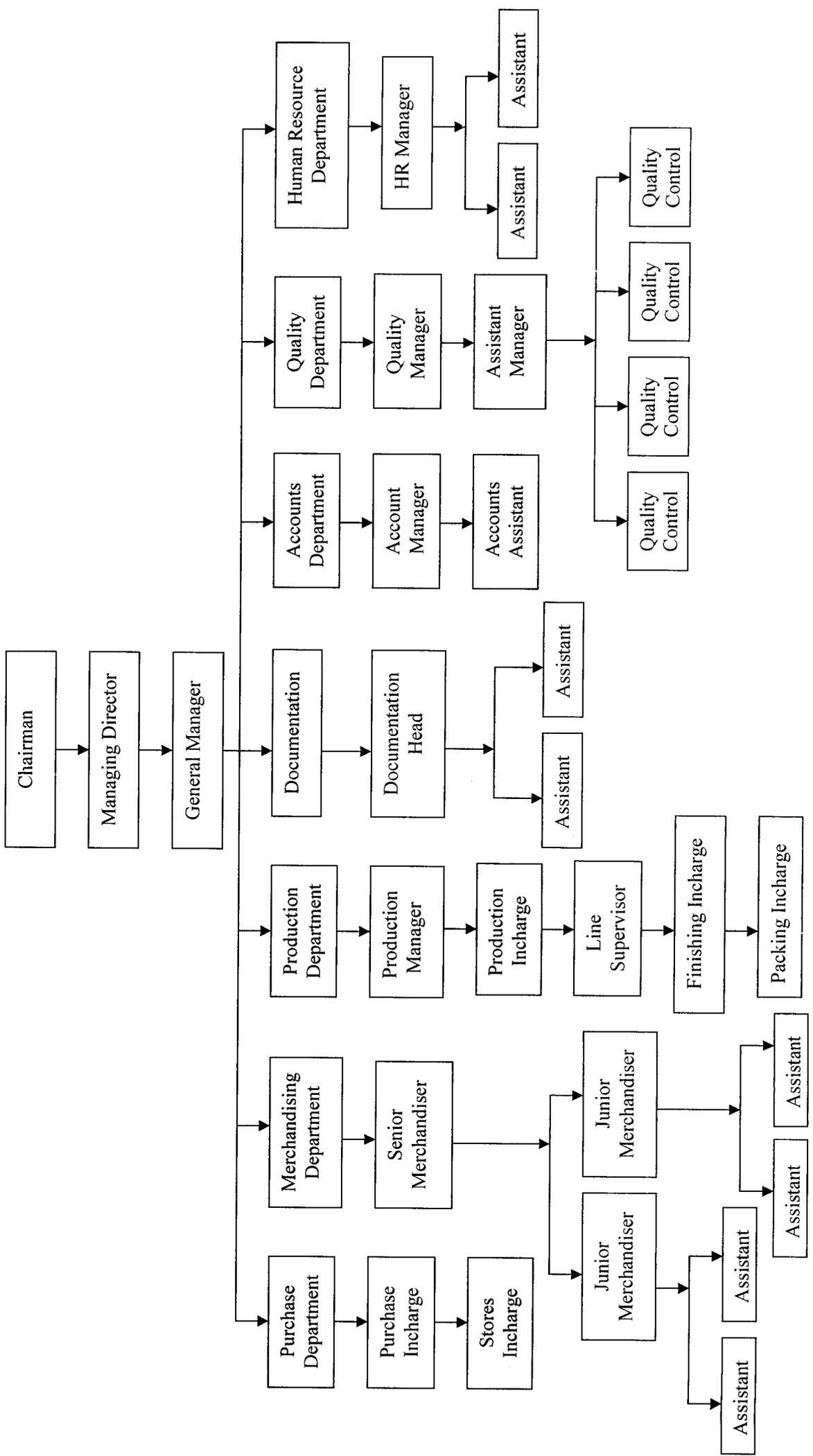
Comprising of power loom/ handloom/ mill made cotton, denim, seersucker, flannel, power loom checks, stripes, print, tie-dye, and other specific weave as may be required by the buyers.

Machinery Details

- Single needle
- Single needle with panel (computerized)
- Over lock
- Double needle
- Button hole machine
- Button stitch machine
- Snap button machine
- Feed of arm
- Bar tack machine
- Multi needle (12 needles) machine
- Fusing machine conveyor type weishi brand
- Cutting machines
- Ironing tables

They have a large number of sewing related machines which has been imported from major companies such as Juki, Brother, and Siruba.

2.4 ORGANIZATION STRUCTURE



2.5 DESCRIPTION OF VARIOUS FUNCTIONAL AREAS

The day to day working of the company has been departmentalized into various sections for optimum efficiency.

2.5.1 HUMAN RESOURCE DEPARTMENT

Human Resource Management seeks to build and maintain an environment for quality excellence to better enable the work force to achieve the company's quality and operational performance objectives. Human Resource department appoints the workers and staffs. The HR manager is responsible for recruiting and selecting the persons. They also have the responsibility to measure the ability and skills of the candidates. Human Resource department has come up with lots of innovative practices which help the workers in various ways. They also impart continuous training to employees to create among them awareness of the impact, they will have on the company's objectives and for achieving quality products. The personnel policies which are offered in this company facilitate employee development. The human resource department is involved in a wide range of activities from the recruitment of the employees to the retirement. The activities such as selection and recruitment, training and education, performance appraisal, wages and grievance handling, counseling, recognition and appreciation, providing welfare facilities, safety and security.

TIME OFFICE

In the time office, the workers wages and attendance are monitored by the time officers. The time cards are issued to the workers. The tailors and helpers are differentiated by pink card and yellow card. The time is entered in the time card individually at the entrance for all workers. The wages are paid to the workers based on their designation. The wage for a day for helpers is Rs.75 and for tailors is Rs.150. The monthly income for supervisors is Rs.8000.

2.5.2 PURCHASE DEPARTMENT

The head of the purchase department is incharge for the purchase of raw materials. During the time of purchase, the head of the department receives samples from brokers and agents. The samples are sent to quality department to undergo various tests

such as price, quality, length, fineness, colour of the material. The head of the department then consults the managing director and purchase the material from agents and brokers. These purchased materials are taken to the stores department. Then the helpers under the stores department takes incharge of these materials.

2.5.3 MERCHANDISING DEPARTMENT

The senior merchandiser takes incharge of the merchandising department. Merchandiser is the bridge between the management and the buyer. The role of merchandiser is to look after the production from sampling till final shipment (including sourcing of raw material) and co-ordinate with buyers, all production peoples and supplier. They have the responsibility of getting orders for the company from the buying office and also ensure the product delivery is in line with their requirements within specified time. They are the responsibility persons to make the product. The company have experienced merchandisers who take care from sampling to shipment.

2.5.4 PRODUCTION DEPARTMENT

Manufacturing operations are vertically integrated to facilitate all the process under one roof. Each of our operations is executed with up-to-date machinery and equipment. Where the entire production is looked after by production manager, line supervisors and their team. Supervisors are expected to be able to communicate management's workflow programming to the production floor and ensure that production operations are carried out in a timely fashion. The production department has to take incharge of all the process right from cutting to packing and must ensure the end product meets buyers' requirements. The various process are,

- Cutting
- Stitching
- Trimming
- Checking
- Ironing
- Packing

The finishing products are packed in small bundles and these are combined together to make a big bundle. The head of the packing department is incharge

to check whether the products are packed to the specific requirements. They produce an extensive range of garments in the woven segment comprising of articles for men, women and children such as shirts, skirts, boxer shorts, Bermudas, nightwears, kurtas, pants etc.

2.5.5 ACCOUNTS DEPARTMENT

An accounts manager is in charge for the accounts department. The accounts are computerized and double entry system is maintained. The accounts department takes incharge of main cash book in which all transactions related to cash receipts and cash payments are recorded, petty cash book in which routine expenses and payments are recorded, bank journal, purchase journal-stores in which accounts the purchase of all stores materials, purchase journal-services in which accounts the expense for various maintenance services received, purchase journal-others in which accounts the purchase of capital equipments and capital assets etc., sales journal where the sales of the item are recorded, general journal where all other repetitive and recurring transactions other than those recorded in the books of prime entries are entered, Ledger is maintained to record all the above-maintained accounts. The stores department also maintains a separate ledger to make entry regarding entering of goods and outgoing of goods. Credit purchase of raw materials, payments made and discount allowed and interest charged by the creditors are recorded in the creditor's ledger. The debtor's ledger maintains the sales made, payments made and discounts received are all maintained separately.

2.5.6 QUALITY DEPARTMENT

Quality manager is in charge of quality department. The main function of Quality control is to check the quality of materials. The important qualities that are determined are length, strength, fineness and colour etc. Quality speaks volume about the manufacturer and the product. They have got an efficient quality assurance team which looks into Quality management through continuous online checks right from receipts of raw materials to end product. Ensuring the end product meets buyers' requirement.

CHAPTER 3
MACRO-MICRO ANALYSIS

CHAPTER 3

MACRO-MICRO ANALYSIS

Now a days, one is virtually in the midst of a fashion storm and radical changes have been taking place in the world of garments. People like to wear ready made garments rather than having their clothes tailor-made. It was fashionable earlier to use individually tailored items; but the changing times have ensured the prominence of ready made garments. Readymade garments have been gaining importance owing to their convenience, variety offered in style, colour, size and design, as well as to a wide price range that suits different income groups. Thus readymade garment manufacturing has developed as an industry.

The garment industry, through a relatively latecomer in the business world, has a pre-eminent place in our economy. It occupies a prominent position owing to its contribution to the industrial production, employment creation and foreign exchange earnings. During the last few years export revenues from garment exports have increased in a manner which is unprecedented in India's trade record. In the domestic market, the garment industry has to cater to the clothing needs of a 100-crore population. The progressive trend of demand for readymade garments in domestic as well as foreign markets provides excellent scope for the development of this industry.

The garment industry occupies a unique position in the textile industry of India, it is the fastest growth industry today especially in the export sector. Exports of garments from India have been increasing by leaps and bounds every year. This plus shift of large chunk of domestic consumers to ready-mades has created a healthy climate for the growth of ready-made garment industry in India. The domestic market is also huge and experts place it at around Rs.10,000 crores a year.

The financial health of a country can be easily assessed by comparing the foreign exchange balance position. In other words a country which spends more on import will have very limited foreign exchange reserves whereas if it exports more of its product to other countries it will have a comfortable foreign exchange and funds for importing

deficit items also are to be raised in foreign exchange. Scarcity of funds cannot be an excuse for essential items of import as the same is likely to affect the productivity of the country.

Thus foreign trade is vital for every country and therefore government encourages entrepreneurs in exporting their product by allowing various concessions and facilities to exporters. So far as India is concerned the main imported items are petroleum products, electronic goods, chemicals, precious metals, plastics etc., On the export list are iron ore, readymade garments, gems and jewellery besides agricultural commodities like tea, coffee, spices, jute, textile, marine products etc. The 150 year old Indian textile industry, the wheel of time has turned yet another cycle. Long dismissed as a sunset industry by experts from the field itself, Indian textiles are showing fresh signs of resurgence. Domestic demand has shown improvement in the last five years. In Indian export garment industry is placed second next to gems and jewellery.

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 fabrics, thus showing the restraint in this category.

The Indian Garment industry is vital to the economy of the country. The industry contributes 6% to the GDP of the country and earns 12% of its foreign exchange. The Indian garment industry is directly dependent on the weaving and processing sectors for its raw material. As the Indian weaving and processing sectors have not geared up to

the mark, the garment industry has to depend on the imported raw material for its requirement.

In India's export market sector, garment industry occupies an increasingly prominent place. Garments have become one of the principal exporting commodities of India. Garment exports from India during the year 2000 recorded an all time high figure of Rs.25,852 crores. The industry has emerged as one of the most active sectors of the Indian economy and is today the single largest foreign exchange earner for the country.

Garment Exports to the United States

There have been remarkable structural changes in the US market in the clothing trade since the beginning of 2005. As expected, exports from China and India jumped in the first half of the year. Since China was the greatest exporter of garments to the United States and since the growth rate in the value of exports from China was extremely high, the US government seriously considered invoking safeguards to put the brakes on garment imports from China. The EU also faced a surge in garment imports from China. As a result the EU and China reached an agreement on a three-year "transitional arrangement" on June 10, 2005 which limits the annual increase in Chinese garment imports to about 10 percent until trade is liberalized in 2008. The United States and China made a similar agreement which will set quotas covering nearly half of China's garment imports into the United States by the end of 2008.

Table 3.1 exhibits detailed structural changes in the composition of source countries supplying the US market. The annual growth rate of garment exports from China to the United States was 56.77 percent in 2005, which was extremely high in comparison with the growth rate of total garment imports to the United States, which was 5.89 percent. India was the second fastest among the top ten exporters, with a growth rate of 34.31 percent. The South Asian countries as well as Cambodia and Indonesia substantially extended garment exports to the United States. Garment exports to the United States from the rest of the countries such as Mexico, which is a close neighbor of the United States, those in Central America and the Caribbean, and other Asian economies mostly stagnated or declined from 2004 to 2005.

Table 3.1 Exports of Knit and Woven Garments to the United States

Rank	Origin	Amount (Million US\$)			Rate of Change (%)	
		2004	2005	2006	2005/04	2006/05
	World	66,875	70,811	73,393	5.89	3.65
1	China	10,723	16,810	19,868	56.77	18.19
2	Mexico	6,845	6,230	5,448	-8.99	-12.55
3	Indonesia	2,402	2,882	3,675	19.99	27.50
4	India	2,277	3,059	3,242	34.31	6.00
5	Vietnam	2,506	2,665	3,158	6.37	18.49
6	Hong Kong	3,878	3,524	2,817	-9.13	-20.08
7	Bangladesh	1,872	2,268	2,809	21.17	23.85
8	Honduras	2,742	2,685	2,518	-2.09	-6.24
9	Cambodia	1,418	1,703	2,131	20.08	25.17
10	Philippines	1,765	1,822	1,999	3.21	9.70
11	Thailand	1,823	1,833	1,859	0.60	1.39
12	Sri Lanka	1,553	1,653	1,687	6.46	2.03
13	Guatemala	1,947	1,817	1,667	-6.66	-8.28
14	Dominican Republic	2,036	1,831	1,535	-10.09	-16.14
15	Italy	1,585	1,520	1,474	-4.12	-2.98
16	Pakistan	1,147	1,273	1,427	10.99	12.11

Source of data: http://www.ide.go.jp/English/Publish/Dp/pdf/101_yamagata.pdf

The whole picture visibly changed due to the restriction on Chinese exports in 2006 (Table 3.1). The growth in garment exports from China was attenuated, even though the growth rate was as high as 18.19 percent. India's growth rate also declined to 6.00 percent which was a little higher than the decline in the total garment imports in the United States of 3.65 percent. On the other hand, other Asian exporters kept or recovered their growth momentum. Bangladesh, Cambodia and Indonesia accelerated their growth in garment exports, while Vietnam and the Philippines considerably enhanced their growth rates in 2006. It is considered that the favorable performances of the Asian exporters are at least partially attributable to the renewed imposition of the quantitative restrictions on the main part of garment exports from China to the United States.

Garment Exports to the European Union

China and India also expanded garment exports to the EU in 2005. The growth rates for the two countries up to the third quarter of the year were 54.41 percent and 33.74 percent, respectively (Table 3.2). China's growth rate for January-October was lowered and even smaller than the world average of 10.74 percent in 2006. India's growth rate was also attenuated to 17.65 percent.

Table 3.2 Exports of Knit and Woven Garments to the EU

Rank	Origin	Amount (Million US\$)			Rate of Change (Jan-Oct,%)	
		2004	2005	Oct,2006	2005/04	2006/05
	World	65,552	69,864	65,323	7.83	10.74
1	China	13,714	20,361	19,032	54.41	6.84
2	Turkey	9,348	9,776	8,365	6.94	1.40
3	Bangladesh	4,578	4,356	4,853	-5.85	33.27
4	India	3,020	3,992	4,048	33.74	17.65
5	Romania	4,572	4,287	3,495	-4.61	-3.32
6	Hong Kong	2,394	2,056	2,771	-30.67	103.91
7	Tunisia	3,215	3,059	2,527	-2.39	-2.49
8	Morocco	3,004	2,814	2,420	-5.32	2.58
9	Indonesia	1,637	1,468	1,487	-14.10	23.94
10	Bulgaria	1,300	1,331	1,226	3.74	10.49
11	Poland	1,432	1,242	1,036	-12.79	-2.97
12	Vietnam	757	820	1,021	3.02	52.61
13	Sri Lanka	1,002	986	997	-2.83	22.74
14	Pakistan	1,126	959	937	-10.87	13.98
15	Thailand	1,079	955	898	-13.37	14.78
16	Hungary	928	934	790	5.11	-0.24
17	Czech Republic	884	602	576	-27.75	13.55
18	Cambodia	643	587	566	-10.32	19.77

Source of data: http://www.ide.go.jp/English/Publish/Dp/pdf/101_yamagata.pdf

Garment Exports to Japan

Japan has never imposed any quotas on imports of textiles and clothing because it had been an exporting country for textiles and clothing, and had asked the United States and European countries for trade liberalization in the past. Therefore, there was no strong momentum for the kinds of structural changes that the United States and the European Union faced in the beginning of 2005. Thus, no visible change appears in the composition of garment imports by source country in Japan for 2005-2006 (Table 3.3).

China has been dominant in terms of its share of Japan's garment imports. China made up 82 to 84 percent of Japan's garment imports every year between 2004 and 2006. Italy was the second greatest exporter of garments to Japan for 2004-2006. However, the scale of the second greatest exporter is far smaller than that of China. The value of Italy's garment exports has gradually decreased since 2004 up to 2006, while its share of Japan's garment imports modestly declined from 4.9 percent in 2004 to 4.2 percent in 2006. Vietnam follows Italy with a share of 2.7 percent in 2004, which slightly increased to 2.8 percent in 2006. Thus, irrespective of the structural changes undergone in the other two greatest markets for garments, Japan has been isolated from it and has maintained its composition of exporters.

Table 3.3 Exports of Knit and Woven Garments to Japan

Rank	Origin	Amount (Million US\$)			Rate of Change (%)	
		2004	2005	2006	2005/04	2006/05
	World	20,460	21,188	22,380	3.56	5.62
1	China	16,862	17,448	18,668	3.48	6.99
2	Italy	995	965	946	-2.96	-1.95
3	Vietnam	548	588	616	7.30	4.69
4	Korea, South	265	374	302	41.11	-19.05
5	Thailand	231	237	241	2.31	1.89
6	United States	224	259	226	15.56	-12.53
7	France	221	191	171	-13.41	-10.58
8	India	107	141	171	31.63	20.94
9	Indonesia	117	115	135	-1.95	17.64
10	United Kingdom	98	85	77	-13.42	-9.69
11	Myanmar	45	53	71	17.50	35.57
22	Bangladesh	22	22	24	1.14	6.56
31	Cambodia	10	8	14	-11.99	61.53
36	Korea, North	26	14	8	-46.75	-45.18

Source of data: http://www.ide.go.jp/English/Publish/Dp/pdf/101_yamagata.pdf

CHAPTER 4
DATA ANALYSIS AND
INTERPRETATION

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

Table – 4.1
Gender Wise Distribution

Gender	No. of Respondents	Percentage (%)
Male	99	39.6
Female	151	60.4
Total	250	100.0

Inference:

The table indicates that 39.6% of respondents are male and remaining 60.4% of respondents are female.

Chart – 4.1
Gender Wise Distribution

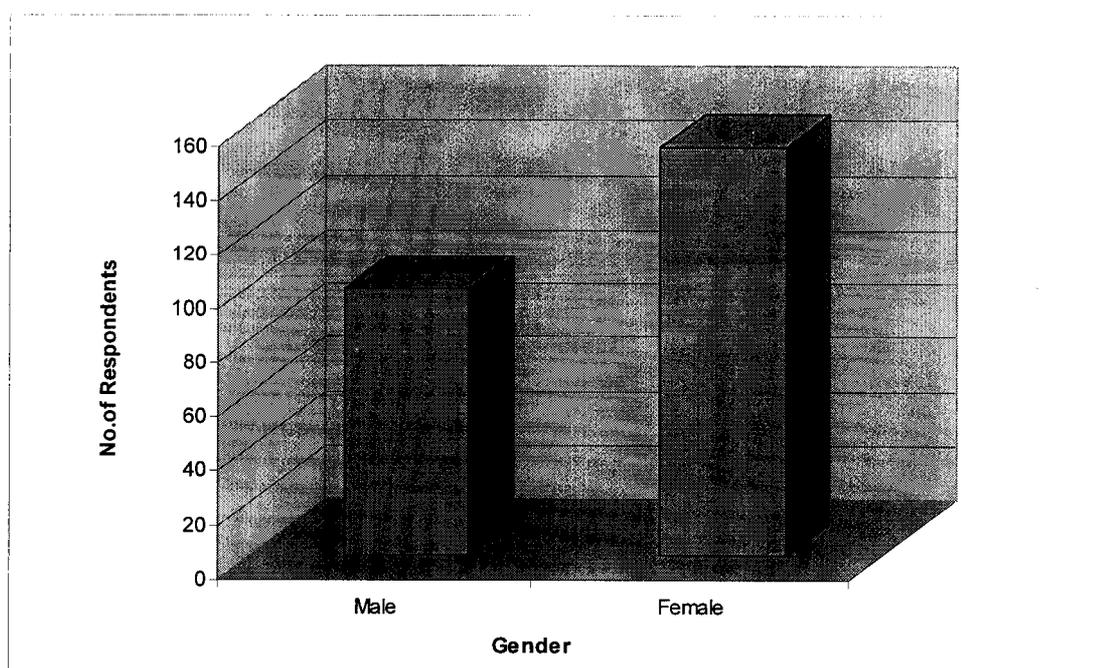


Table – 4.2
Age Wise Distribution

Age	No. of Respondents	Percentage (%)
Below 20	80	32.0
20 – 29	97	38.8
30 – 39	56	22.4
40 – 49	15	6.0
50 and above	2	0.8
Total	250	100.0

Inference:

The table indicates that 38.8% of respondents belong to the age group of 20 to 29, 32% of respondents belong to the age group below 20, 22.4% of respondents belong to the age group of 30 to 39, 6% of respondents belong to the age group of 40 to 49 and the remaining 0.8% of respondents belong to the age group of 50 and above.

Chart – 4.2
Age Wise Distribution

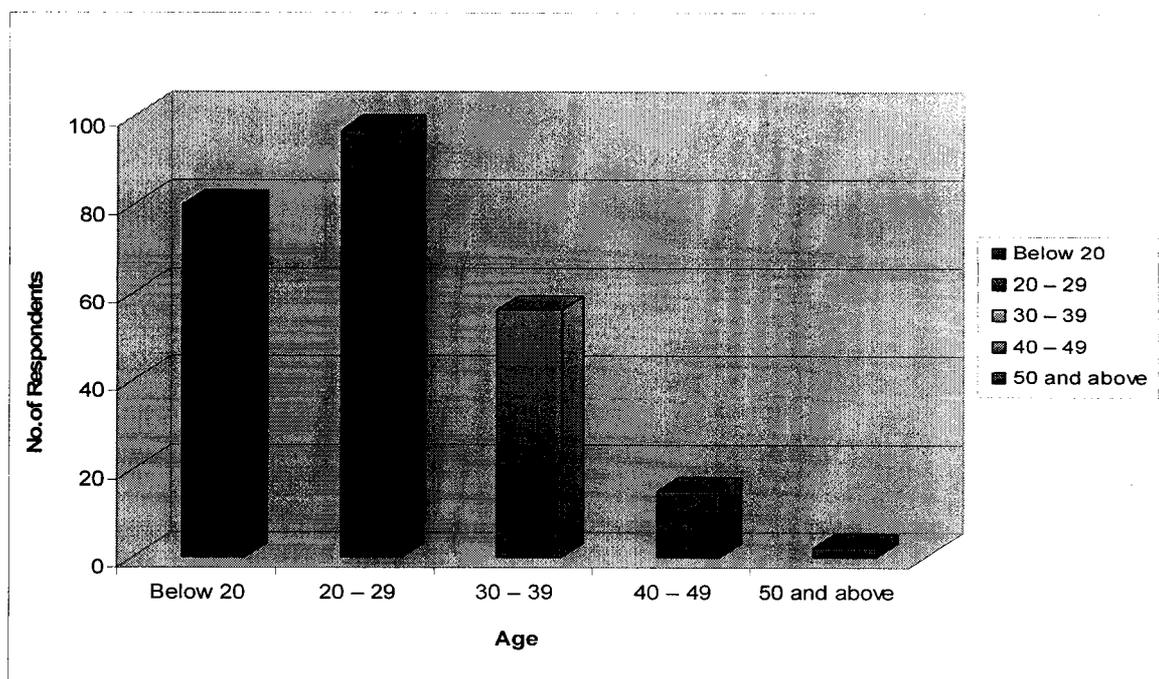


Table – 4.3
Educational Qualification of Respondents

Education	No. of Respondents	Percentage (%)
Illiterate	36	14.4
SSLC	124	49.6
HSC	57	22.8
Graduate	6	2.4
Others	27	10.8
Total	250	100.0

Inference:

The table shows that 14.4% of respondents are illiterate, 49.6% of respondents are SSLC, 22.8% of respondents are HSC and 2.4% of respondents are graduates.

Chart – 4.3
Educational Qualification of Respondents

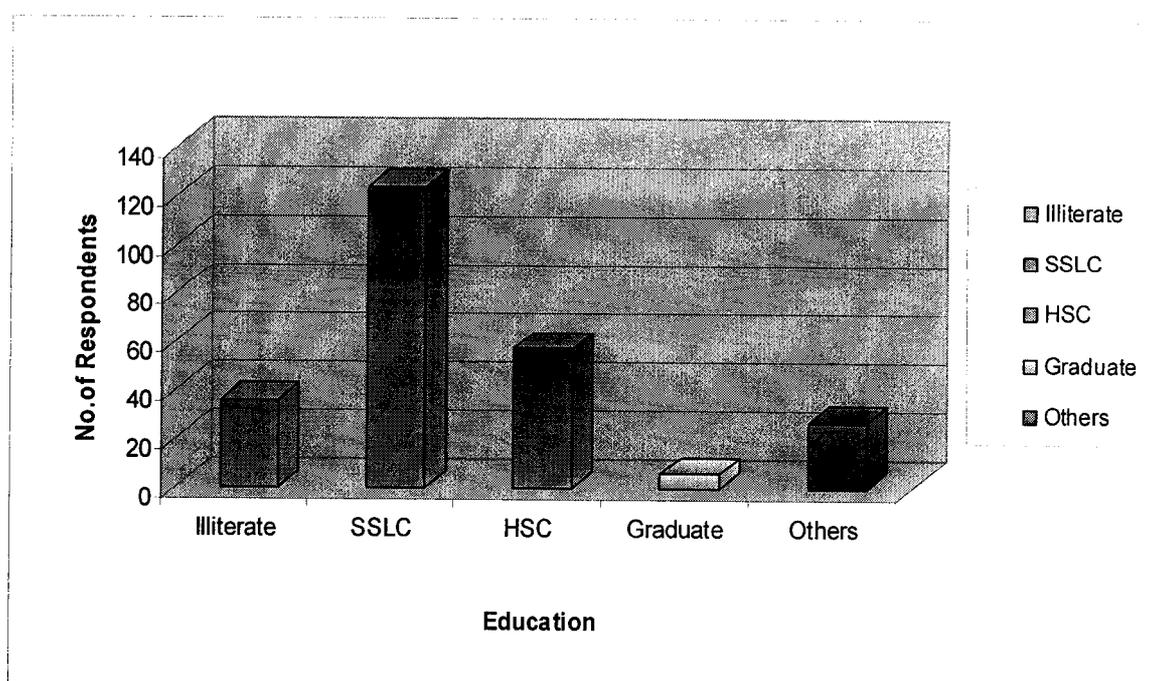


Table – 4.4
Monthly Income of Respondents

Monthly Income (in Rs.)	No. of Respondents	Percentage (%)
<=2000	58	23.2
2001- 3000	33	13.2
3001- 4000	149	59.6
>4000	10	4
Total	250	100.0

Inference:

The table emphasizes the monthly income of the respondents. 59.6% of the respondents come under the category of salary between Rs.3001 to Rs.4000, 23.2% of the respondents come under the salary of up to Rs.2000, 13.2% of the respondents come under the category of salary between Rs.2001 to Rs.3000 and remaining 4% of the respondents come under the salary above Rs.4000.

Chart – 4.4
Monthly Income of Respondents

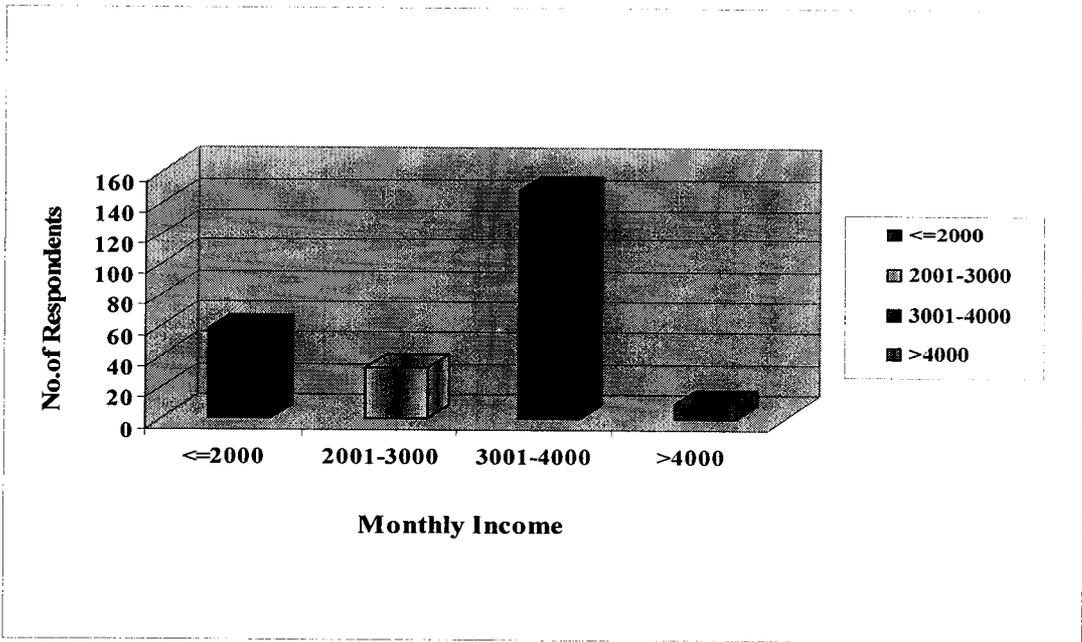


Table – 4.5
Relationship with supervisors and top management

Relationship with supervisors and top management	No. of Respondents	Percentage (%)
Poor	5	2.0
Average	47	18.8
Good	106	42.4
Very Good	81	32.4
Excellent	11	4.4
Total	250	100.0

Inference:

The table emphasizes relationship with supervisors and top management. 42.4% of the respondents have good relationship, 32.4% of the respondents have very good relationship, 18.8% of the respondents have average relationship, 4.4% of the respondents have excellent relationship and remaining 2% have poor relationship.

Chart – 4.5
Relationship with supervisors and top management

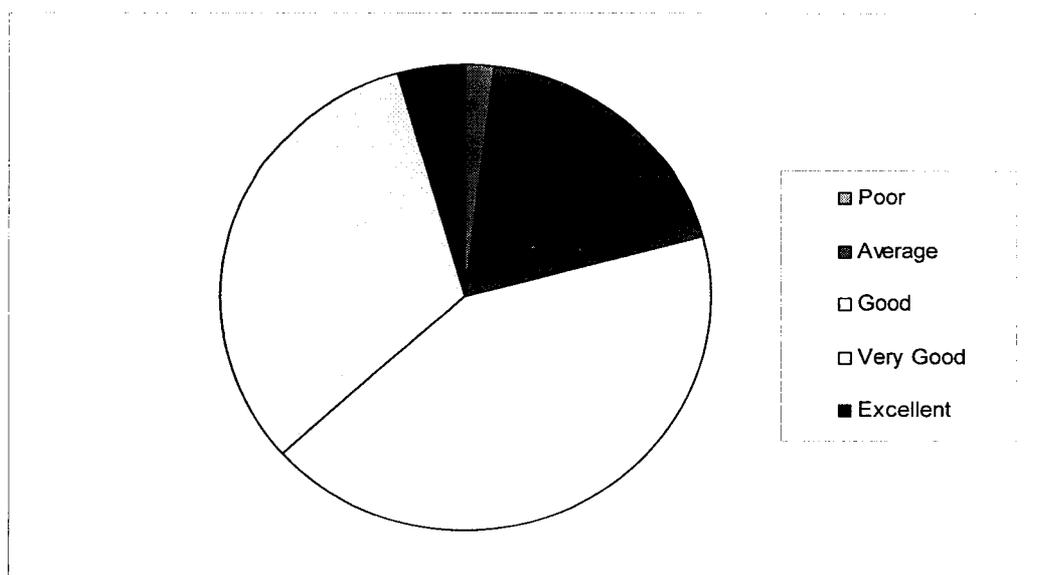


Table – 4.6
Relationship with co-workers

Relationship with co-workers	No. of Respondents	Percentage (%)
Poor	5	2.0
Average	51	20.4
Good	119	47.6
Very Good	58	23.2
Excellent	17	6.8
Total	250	100.0

Inference:

The table shows that 47.6% of respondents have good relationship with co-workers, 23.2% of the respondents have very good relationship with co-workers, 20.4% of the respondents have average relationship with co-workers, 6.8% of the respondents have excellent relationship with co-workers and remaining 2% of respondents have poor relationship with co-workers.

Chart – 4.6
Relationship with co-workers

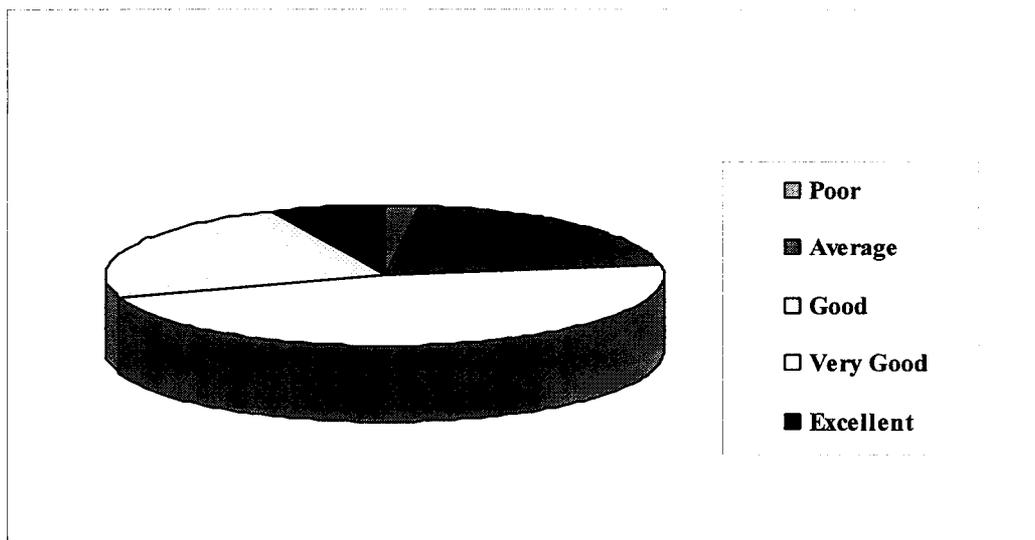


Table – 4.7
Adequate training facilities

Level of Agreement	No. of Respondents	Percentage (%)
Strongly Agree	14	5.6
Agree	135	54.0
Neutral	90	36.0
Disagree	11	4.4
Strongly Disagree	0	0.0
Total	250	100.0

Inference:

The table shows that 54% of the respondents agree that company provides adequate training facilities, 36% of the respondents neither agree nor disagree, 5.6% of the respondents strongly agree and 4.4% of the respondents disagree.

Chart – 4.7
Adequate training facilities

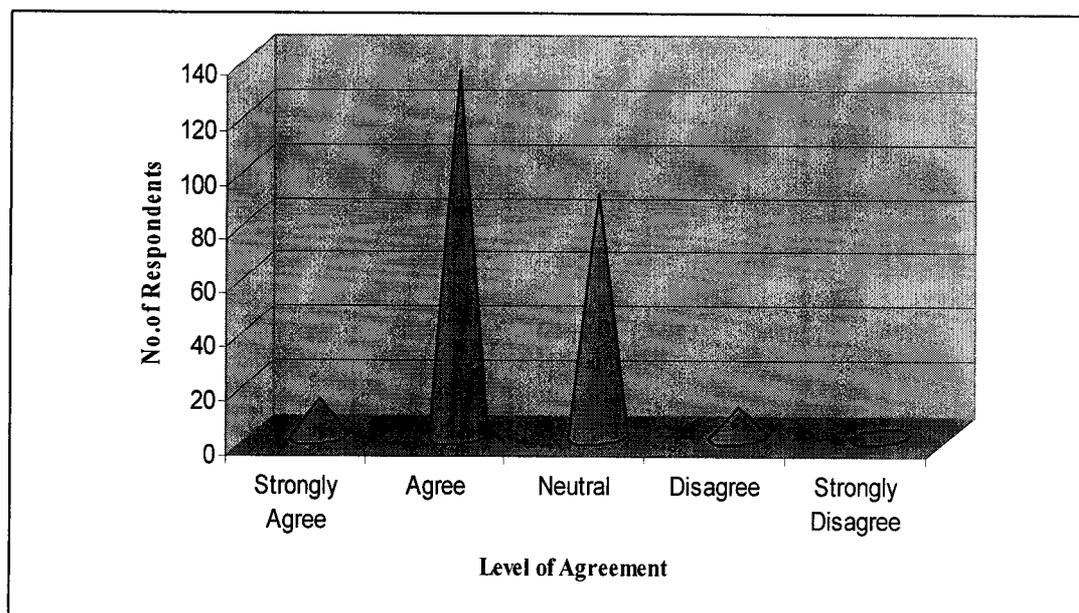


Table - 4.8
Performance appraisal reports

Level of Agreement	No. of Respondents	Percentage (%)
Strongly Agree	8	3.2
Agree	135	54
Neutral	98	39.2
Disagree	9	3.6
Strongly Disagree	0	0.0
Total	250	100.0

Inference:

The table shows that 54% of the respondents agree that performance appraisal reports are based on objective assessment and adequate information, 39.2% of the respondents neither agree nor disagree, 3.2% of the respondents strongly agree and 3.6% of the respondents disagree with the performance appraisal reports.

Chart – 4.8
Performance appraisal reports

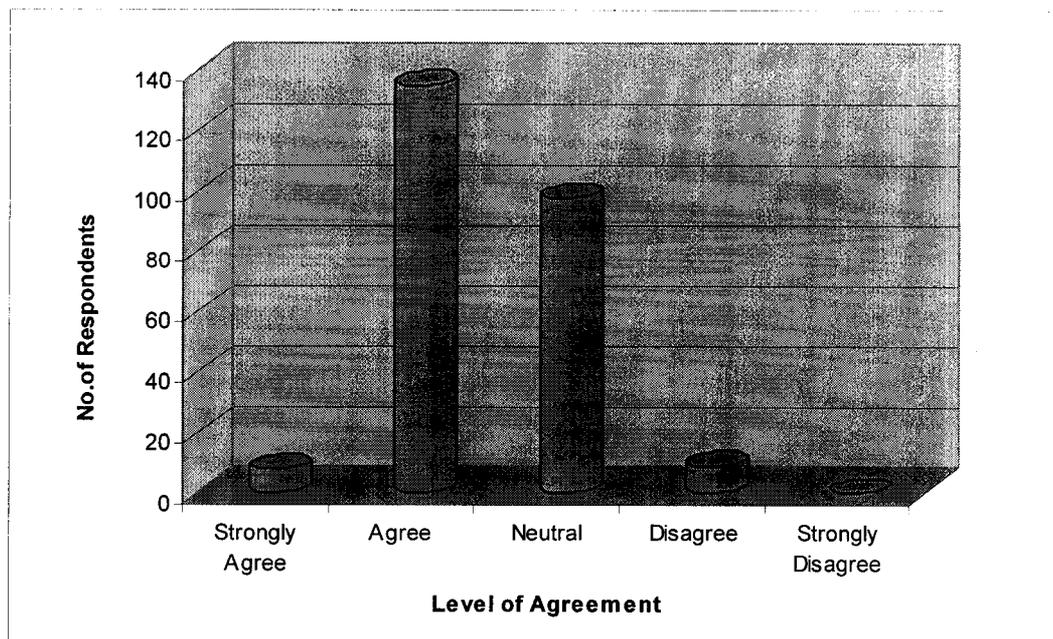


Table – 4.9
Recognition and Appreciation for hard work

Level of Agreement	No. of Respondents	Percentage (%)
Strongly Agree	20	8.0
Agree	115	46.0
Neutral	101	40.4
Disagree	13	5.2
Strongly Disagree	1	0.4
Total	250	100.0

Inference:

The table emphasizes on recognition and appreciation for hard work. 46% of the respondents agree, 40.4% of the respondents neither agree nor disagree, 8% of the respondents strongly agree, 5.2% of the respondents disagree and remaining 0.4% of the respondents strongly disagree.

Chart – 4.9
Recognition and Appreciation for hard work

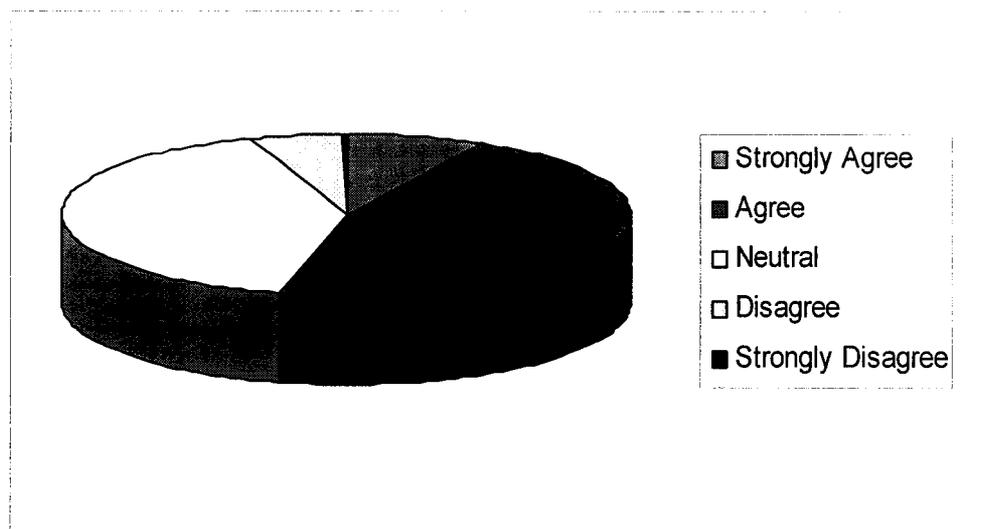


Table – 4.10
Safe working conditions

Level of Agreement	No. of Respondents	Percentage (%)
Strongly Agree	19	7.6
Agree	153	61.2
Neutral	74	29.6
Disagree	3	1.2
Strongly Disagree	1	0.4
Total	250	100.0

Inference:

The table shows 61.2% of the respondents agree that the company provides safe working conditions, 29.6% of the respondents are neutral in their level of agreement, 7.6% of the respondents strongly agree, 1.2% of the respondents disagree and remaining 0.4% of the respondents strongly disagree.

Chart – 4.10
Safe working conditions

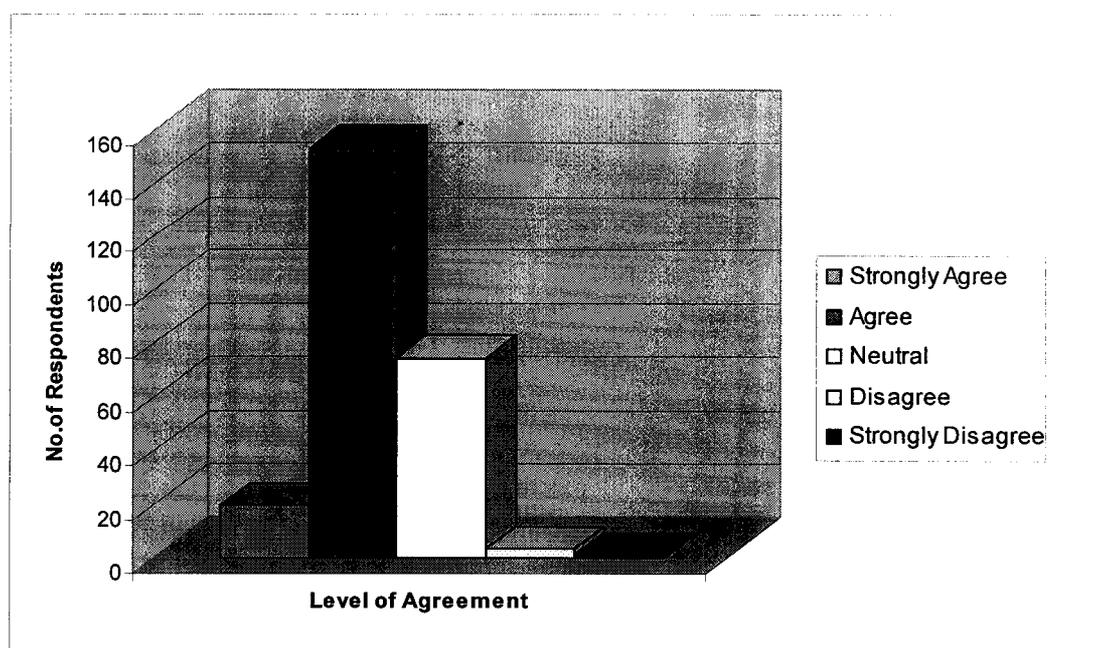


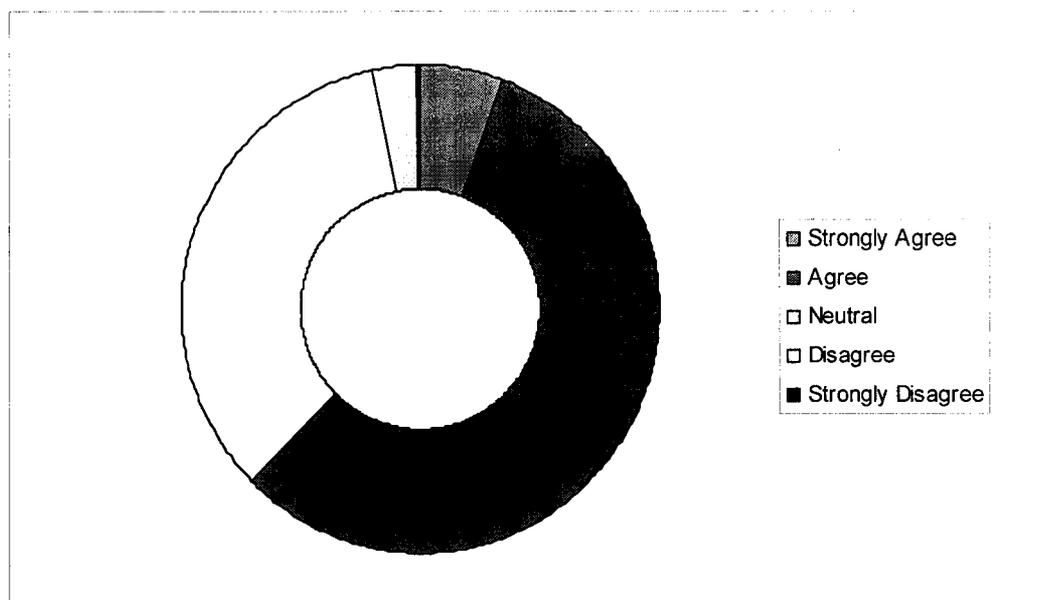
Table – 4.11
Adequate welfare facilities

Level of Agreement	No. of Respondents	Percentage (%)
Strongly Agree	14	5.6
Agree	142	56.8
Neutral	86	34.4
Disagree	7	2.8
Strongly Disagree	1	0.4
Total	250	100.0

Inference:

The table shows 56.8% of the respondents agree that the company provides adequate welfare facilities, 34.4% of the respondents neither agree nor disagree, 5.6% of the respondents strongly agree, 2.8% of the respondents disagree and remaining 0.4% of the respondents strongly disagree.

Chart – 4.11
Adequate welfare facilities



4.2 CHI-SQUARE ANALYSIS

Table- 4.12

Chi square test to find the relationship between the age and training facilities

Agreement Level Age	Strongly Agree	Agree	Neutral	Disagree	Total
Below 20	8	40	27	5	80
20-29	2	53	38	4	97
30-39	4	33	17	2	56
40-49	0	9	6	0	15
50 and above	0	0	2	0	2
Total	14	135	90	11	250

Null Hypothesis Ho :

There is no significant relationship between the age and training facilities.

Alternative Hypothesis Ha :

There is significant relationship between the age and training facilities.

Inference:

The calculated value (3.702) is lesser than the table value (5.99) for 2 degree 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 training facilities.

Table- 4.13**Chi square test to find the relationship between education and salaries, allowances**

Agreement Level Education	Strongly Agree	Agree	Neutral	Disagree	Total
Illiterate	2	22	12	0	36
SSLC	7	58	53	6	124
HSC	2	24	23	8	57
Graduate	1	4	1	0	6
Others	2	15	10	0	27
Total	14	123	99	14	250

Null Hypothesis Ho :

There is no significant relationship between the education and salaries, allowances.

Alternative Hypothesis Ha :

There is significant relationship between the education and salaries, allowances.

Inference:

The calculated value (5.496) is lesser than the table value (7.81) for 3 degree 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 education and salaries, allowances.

Table- 4.14

Chi square test to find the relationship between the monthly income and career advancement

Agreement Level Income	Strongly Agree	Agree	Neutral	Disagree	Total
<=2000	5	34	18	1	58
2001-3000	2	16	12	3	33
3001-4000	11	92	43	3	149
>4000	5	5	0	0	10
Total	23	147	73	7	250

Null Hypothesis Ho :

There is no significant relationship between the monthly income and career advancement.

Alternative Hypothesis Ha :

There is significant relationship between the monthly income and career advancement.

Inference:

The calculated value (6.756) is lesser than the table value (7.81) for 3 degree 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 monthly income and career advancement.

Table- 4.15

Chi square test to find the relationship between the gender and team spirit

Agreement Level Gender	Strongly Agree	Agree	Neutral	Disagree	Total
Male	6	54	36	3	99
Female	11	76	53	11	151
Total	17	130	89	14	250

Null Hypothesis Ho :

There is no significant relationship between the gender and team spirit.

Alternative Hypothesis Ha :

There is significant relationship between the gender and team spirit.

Inference:

The calculated value (2.295) is lesser than the table value (7.81) for 3 degree 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 gender and team spirit.

Table- 4.16

**Chi square test to find the relationship between the monthly income and recognition
for ideas and opinions**

Agreement Level Income	Strongly Agree	Agree	Neutral	Disagree	Total
≤2000	5	37	14	2	58
2001-3000	0	17	14	2	33
3001-4000	12	83	49	5	149
>4000	0	3	6	1	10
Total	17	140	83	10	250

Null Hypothesis Ho :

There is no significant relationship between the monthly income and recognition for ideas and opinions.

Alternative Hypothesis Ha :

There is significant relationship between the monthly income and recognition for ideas and opinions.

Inference:

The calculated value (5.476) is lesser than the table value (5.99) for 2 degree 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 monthly income and recognition for ideas and opinions.

4.3 WEIGHTED AVERAGE SCORE ANALYSIS

Weighted Average Score analysis is mainly used to determine the level of agreement of different category of respondents on the various dimensions considered for the study. The opinion of the respondents were put under 5 point scaling similar to Likert's scaling. Score 5 was given to strongly agree, score 4 for agree, score 3 for neutral, score 2 for disagree and score 1 for strongly disagree. Based on the consolidated opinion of the respondents, the level of agreement of different category of respondents was ascertained. The results are given in the following tables with suitable inferences classified under various dimensions.

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(a) SCOPE FOR ADVANCEMENT



Table – 4.17

Opportunities for advancement

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	16	161	70	2	1	250	3.756

Inference:

It is found from the above table that a maximum of all respondents agree that company have many opportunities for advancement, 70 respondents are neutral and 16 respondents strongly agree, 2 respondents disagree and remaining 1 respondent strongly disagree. The weighted average score thus obtained is close to agree (3.756). So it is concluded that the respondents agree with the opportunities for advancement.

Table – 4.18
Career advancement

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	23	147	73	6	1	250	3.74

Inference:

It is found from the above table that a maximum of all respondents agree that company has a clear path for career advancement, 73 respondents are neutral and 23 respondents strongly agree, 6 respondents disagree and remaining 1 respondent strongly disagree. The weighted average score thus obtained is close to agree (3.74). So it is concluded that the respondents agree with the career advancement.

Table – 4.19
Creativity, innovation and continuous improvement

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	25	130	81	12	2	250	3.656

Inference:

It is found from the above table that a maximum of all respondents agree that the management encourages creativity, innovation and continuous improvement, 81 respondents are neutral, 25 respondents strongly agree, 12 respondents disagree and remaining 2 respondents strongly disagree. The weighted average score thus obtained is close to agree (3.656). So it is concluded that the respondents agree with the creativity, innovation and continuous improvement.

(b) TRAINING AND EDUCATION

Table – 4.20
Adequate training facilities

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	14	135	90	11	0	250	3.608

Inference:

It is found from the above table that a maximum of all respondents agree that company provides adequate training facilities, 90 respondents are neutral, 14 respondents strongly agree and 11 respondents disagree. The weighted average score thus obtained is close to agree (3.608). So it is concluded that the respondents agree with the training facilities.

Table – 4.21
General and technical education

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	15	135	95	5	0	250	3.64

Inference:

It is found from the above table that a maximum of all respondents agree that company provides general and technical education, 95 respondents are neutral, 15 respondents strongly agree and remaining 5 respondents disagree. The weighted average score thus obtained is close to agree (3.64). So it is concluded that the respondents agree with the general and technical education.

Table – 4.22
Motivation to try and implement new ideas

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	12	144	83	9	2	250	3.62

Inference:

It is found from the above table that a maximum of all respondents agree that they are motivated to try and implement new ideas, 83 respondents are neutral, 12 respondents strongly agree, 9 respondents disagree and remaining 2 respondent strongly disagree. The weighted average score thus obtained is close to agree (3.62). So it is concluded that the respondents agree with the motivation to try and implement new ideas.

(c) GRIEVANCE HANDLING

Table – 4.23
Grievance handling procedures

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	10	140	89	9	2	250	3.588

Inference:

It is found from the above table that a maximum of all respondents agree that company has a sound grievance handling procedures, 89 respondents are neutral, 10 respondents strongly agree, 9 respondents disagree and remaining 2 respondents strongly disagree. The weighted average score thus obtained is above neutral (3.588). So it is concluded that the respondents are neutral with the grievance handling procedures.

Table – 4.24
Sympathetic in dealing with problems

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	10	146	85	6	3	250	3.616

Inference:

It is found from the above table that a maximum of all respondents agree that the management is sympathetic in dealing with employee problems, 85 respondents are neutral, 10 respondents strongly agree, 6 respondents disagree and remaining 3 respondents strongly disagree. The weighted average score thus obtained is close to agree (3.616). So it is concluded that the respondents agree that the management is sympathetic in dealing with problems.

(d) MONETARY BENEFITS

Table – 4.25
Salaries, allowances are attractive

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	14	123	99	13	1	250	3.544

Inference:

It is found from the above table that a maximum of all respondents agree that salaries, allowances are attractive, 99 respondents are neutral, 14 respondents strongly agree, 13 respondents disagree and remaining 1 respondent strongly disagree. The weighted average score thus obtained is just above neutral (3.544). So it is concluded that the respondents are neutral with the salaries and allowances.

(e) TEAM SPIRIT

Table – 4.26
Team spirit is of high order

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	17	130	89	13	1	250	3.596

Inference:

It is found from the above table that a maximum of all respondents agree with the team spirit, 89 respondents are neutral, 17 respondents strongly agree, 13 respondents disagree and remaining 1 respondent strongly disagree. The weighted average score thus obtained is above neutral (3.596). So it is concluded that the respondents are neutral with the team spirit.

(f) PERFORMANCE APPRAISAL AND PERSONNEL POLICIES

Table – 4.27
Performance appraisal reports

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	8	135	98	9	0	250	3.568

Inference:

It is found from the above table that a maximum of all respondents agree with the performance appraisal reports, 98 respondents are neutral, 8 respondents strongly agree and remaining 9 respondents disagree. The weighted average score thus obtained is above neutral (3.568). So it is concluded that the respondents are neutral with the performance appraisal reports.

Table – 4.28
Personnel policies facilitate employee development

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	10	143	91	4	2	250	3.62

Inference:

It is found from the above table that a maximum of all respondents agree that the personnel policies facilitate employee development, 91 respondents are neutral, 10 respondents strongly agree, 4 respondents disagree and remaining 2 respondents strongly disagree. The weighted average score thus obtained is close to agree (3.62). So it is concluded that the respondents agree with the personnel policies.

(g) RECOGNITION AND APPRECIATION

Table – 4.29
Recognition and appreciation for hard work

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	20	115	101	13	1	250	3.56

Inference:

It is found from the above table that a maximum of all respondents agree that hard work is recognized and appreciated, 101 respondents are neutral, 20 respondents strongly agree, 13 respondents disagree and remaining 1 respondent strongly disagree. The weighted average score thus obtained is above neutral (3.56). So it is concluded that the respondents are neutral with the recognition and appreciation for hard work.

Table – 4.30
Appreciation for the contribution

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	12	122	108	7	1	250	3.548

Inference:

It is found from the above table that a maximum of all respondents agree that they are appreciated if any contribution done to productivity and efficiency, 108 respondents are neutral, 12 respondents strongly agree, 7 respondents disagree and remaining 1 respondent strongly disagree. The weighted average score thus obtained is above neutral (3.548). So it is concluded that the respondents are neutral with the appreciation for the contribution.

Table – 4.31
Recognition for ideas and opinions

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	17	140	83	9	1	250	3.652

Inference:

It is found from the above table that a maximum of all respondents agree with the recognition for ideas and opinions, 83 respondents are neutral, 17 respondents strongly agree, 9 respondents disagree and remaining 1 respondent strongly disagree. The weighted average score thus obtained is close to agree (3.652). So it is concluded that the respondents agree with the recognition for ideas and opinions.

Table – 4.32
Rewards for good work

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	13	128	97	11	1	250	3.564

Inference:

It is found from the above table that a maximum of all respondents agree with the rewards offered for good work, 97 respondents are neutral, 13 respondents strongly agree, 11 respondents disagree and remaining 1 respondent strongly disagree. The weighted average score thus obtained is above neutral (3.564). So it is concluded that the respondents are neutral with the rewards offered for good work.

(h) PARTICIPATION IN MANAGEMENT

Table – 4.33
Efforts to identify and utilize the potential

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	12	126	97	12	3	250	3.528

Inference:

It is found from the above table that a maximum of all respondents agree that the management makes efforts to identify and utilize the potential, 97 respondents are neutral, 12 respondents strongly agree, 12 respondents disagree and remaining 3 respondents strongly disagree. The weighted average score thus obtained is above neutral (3.528). So it is concluded that the respondents agree with the efforts to identify and utilize the potential.

Table – 4.34
Regular meeting and joint forums are conducted

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	10	125	104	10	1	250	3.532

Inference:

It is found from the above table that a maximum of all respondents agree that regular meetings and joint forums are conducted in solving day to day problems, 104 respondents are neutral, 10 respondents strongly agree, 10 respondents disagree and remaining 1 respondent strongly disagree. The weighted average score thus obtained is above neutral (3.532). So it is concluded that the respondents are neutral with the meetings and joint forums conducted.

Table – 4.35
Consultation before taking important decisions

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	7	137	94	9	3	250	3.544

Inference:

It is found from the above table that a maximum of all respondents agree that the management consults before taking any important decisions, 94 respondents are neutral, 7 respondents strongly agree, 9 respondents disagree and remaining 3 respondents strongly disagree. The weighted average score thus obtained is above neutral (3.544). So it is concluded that the respondents are neutral with the consultation before taking important decisions.

(i) SAFETY AND SECURITY

Table – 4.36
Safe working conditions

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	19	153	74	3	1	250	3.744

Inference:

It is found from the above table that a maximum of all respondents agree that the company provides safe working conditions, 74 respondents are neutral, 19 respondents strongly agree, 3 respondents disagree and remaining 1 respondent strongly disagree. The weighted average score thus obtained is close to agree (3.744). So it is concluded that the respondents agree with the safe working conditions.

Table – 4.37
Adequate job security

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	16	154	76	4	0	250	3.728

Inference:

It is found from the above table that a maximum of all respondents agree with the adequate job security provided, 76 respondents are neutral, 16 respondents strongly agree and remaining 4 respondents disagree. The weighted average score thus obtained is close to agree (3.728). So it is concluded that the respondents agree with the adequate job security.

(j) WELFARE FACILITIES

Table – 4.38
Adequate welfare facilities at work place

Level of Agreement	SA	A	N	D	SD	Total	Weighted Average Score
No. of Respondents	14	142	86	7	1	250	3.644

Inference:

It is found from the above table that a maximum of all respondents agree with the welfare facilities provided at the work place, 86 respondents are neutral, 14 respondents strongly agree, 7 respondents disagree and remaining 1 respondent strongly disagree. The weighted average score thus obtained is close to agree (3.644). So it is concluded that the respondents agree with the welfare facilities.

Table – 4.39
Workers Perception and Management Opinion

S. No	Dimensions of Organisational Climate	Workers Perception		Management Opinion Rank
		Average Score	Rank	
(a)	Scope for advancement	3.717	2	3
(b)	Training and Education	3.623	4	1
(c)	Grievance handling	3.602	5	4
(d)	Monetary Benefits	3.544	9	7
(e)	Team spirit	3.596	6	9
(f)	Performance appraisal and Personnel policies	3.594	7	5
(g)	Recognition and Appreciation	3.581	8	6
(h)	Participation in management	3.535	10	10
(i)	Safety and Security	3.736	1	2
(j)	Welfare facilities	3.644	3	8

Inference:

From the above table which is used for ranking workers perception on the various dimensions of organisational climate, it is found that safety and security, scope for advancement, welfare facilities are being given highest preferences by the workers.

When the same set of organisational climate dimensions were considered for management opinion, it is found that training and education, safety and security, scope for advancement are being offered for the workers.

The analysis clearly shows that there is a difference in workers perception and management opinion on the various dimensions of organisational climate offered in the organization.

4.4 RANK CORRELATION

Rank-correlation coefficient is a measure of the correlation that exists between the two sets of ranks, a measure of the degree of association between the variables. This measure is called the Spearman rank-correlation coefficient.

Table – 4.40

Comparison of the Ranks of Ten Dimensions of Organisational Climate

S. No	Dimensions of Organisational Climate	Workers Perception Rank	Management Opinion Rank
(a)	Scope for advancement	2	3
(b)	Training and Education	4	1
(c)	Grievance handling	5	4
(d)	Monetary Benefits	9	7
(e)	Team spirit	6	9
(f)	Performance appraisal and Personnel policies	7	5
(g)	Recognition and Appreciation	8	6
(h)	Participation in management	10	10
(i)	Safety and Security	1	2
(j)	Welfare facilities	3	8

Inference:

The Rank-correlation coefficient calculated is 0.65. A correlation coefficient of 0.65 suggests a substantial positive association between the workers perception and management opinion on various dimensions of organisational climate.

Even though a value of 0.65 rank correlation is a positive sign, the day may not be much far where the value may come down due to certain reasons. This is very much clear from the table where in welfare facilities are being given highest importance by the workers where as the management has ranked the same as eighth in its opinion.

CHAPTER 5
CONCLUSIONS

CHAPTER 5

CONCLUSIONS

5.1 FINDINGS

From the study it has been found that 60.4% of respondents are female and remaining 39.6% of respondents are male. The age group of the respondents are found that 32% belong to the age group below 20, 38.8% belong to the age group of 20 to 29, 22.4% belong to the age group of 30 to 39, 6% belong to the age group of 40 to 49 and the remaining 0.8% belong to the age group of 50 and above. The educational qualification of the respondents is found that 14.4% are illiterate, 49.6% are SSLC, 22.8% are HSC and 2.4% are graduates.

It is inferred that 59.6% of the respondents monthly income come under the category of salary between Rs.3001 to Rs.4000, 23.2% come under the salary of up to Rs.2000, 13.2% come under the category of salary between Rs.2001 to Rs.3000 and remaining 4% come under the salary above Rs.4000. Among the respondents, the majority of the respondents have good relationship with co-workers, supervisors and top management. The study clearly shows that 54% of the respondents agree that company provides adequate training facilities.

It is found that 54% of the respondents agree that performance appraisal reports are based on objective assessment and adequate information. It is inferred that the majority of the respondents agree that the company recognizes and appreciates those who work hard. The study clearly shows that 56.8% of the respondents agree that the company provides safe working conditions and 61.2% of the respondents agree that the company provides adequate welfare facilities.

From the chi square analysis, it is inferred that there is no significant relationship between the age and training facilities. The study reveals that there is no significant relationship between the education and salaries, allowances of workers. It also clearly shows that there is no significant relationship between the monthly income and

career advancement. Using chi square analysis it is inferred that there is no significant relationship between the gender and team spirit. It also inferred that there is no significant relationship between the monthly income and recognition for ideas and opinions.

The weighted average score analysis which is used for ranking workers perception on the various dimensions of organisational climate, it is found that safety and security, scope for advancement, welfare facilities are being given highest preferences by the workers. When the same set of organisational climate dimensions were considered for management opinion, it is found that training and education, safety and security, scope for advancement are being offered for the workers. The analysis clearly shows that there is a difference in workers perception and management opinion on the various dimensions of organisational climate offered in the organization.

It is clear from findings of the rank correlation that there is a substantial positive association between the workers perception and management opinion on various dimensions of organisational climate.

5.2 SUGGESTIONS

Based on the findings of the study, various suggestions are given to the management to improve the existing organisational climate in Mano fashions. The management has to concentrate more on training and education in order to improve the present organisational climate. They should take necessary steps to give training and education to the workers in which area they lack and also a system has to be set up where all the workers are involved in the training program, which may make workers to perform their job more effectively.

According to the findings of the study, there is a slight difference in workers perception and management opinion on the various dimensions of organisational climate offered in the organization. Therefore management should take note of these findings and have to pay more attention on some dimensions of organisational climate such as Training and education, Grievance handling, Monetary benefits, Performance appraisal and personnel policies, Recognition and appreciation, which will boost the morale of employees of their organization and provide a favorable and healthy climate for its staffs and workers.

The study makes feasible suggestions for improving the climate of the organization offered for the workers. Also, open communication and appropriate feedback must be encouraged which can build strong relationship between workers, supervisors and management. They should develop a system were the management will be able to find out the outcome orientation of the workers.

It is high time that the management takes into consideration the expectation of the workers and do the best which is possible on the various dimensions of the organisational climate and see to it that the wheels of the industry keeps running without any problem.

5.3 CONCLUSION

Organisational climate is something like an organization's personality, consisting of hopes, attitudes, and biases. It can be a measure of whether people's expectations are being met about what it should be like to work in an organization. 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. According to the findings of the study, it is found that the workers have given their level of agreement as agree on various dimensions of organisational climate such as Scope for advancement, Training and education, Grievance handling, Monetary benefits, Team spirit, Performance appraisal and personnel policies, Recognition and appreciation, Participation in management, Safety and security, Welfare facilities.

Organisational changes are possible only if the persons within the organization change; if they do not, the organization will not. Schneider states "here is the central point: organizations as we know them are the people in them; if the people do not change, there is no organizational change", and recognizes the nature of the interpersonal relations among the members of the organization to be an important dimension of climate. One of the most significant strengths of a management is the ability to create a positive work climate. In an outstanding organizational climate, people are energized to do their best work, free of unnecessary distractions. Climates that energize workers to produce their very best can improve profit.

APPENDIX

A STUDY ON ORGANISATIONAL CLIMATE WITH SPECIAL REFERENCE TO MANO FASHIONS, COIMBATORE

QUESTIONNAIRE

1. Name (Optional):
2. Age (in years)
 - (a) Below 20 (b) 20-29 (c) 30-39 (d) 40-49 (e) 50 and above
3. Gender
 - (a) Male (b) Female
4. Department :
5. Designation :
6. Education
 - (a) Illiterate (b) SSLC (c) HSC (d) Graduate (e) Others (please specify).....
7. Experience in this company (in years) :
8. Previous Experience, if any (in years) :
9. Monthly Income (in Rupees)
 - (a) ≤ 2000 (b) 2001-3000 (c) 3001-4000 (d) > 4000
10. Give your opinion about the relationship you have with your supervisors and top management.
 - (a) Poor (b) Average (c) Good (d) Very Good (e) Excellent
11. Give your opinion about the relationship you have with co-workers.
 - (a) Poor (b) Average (c) Good (d) Very Good (e) Excellent
12. I feel very much happy to work in this organization.
 - (a) Strongly Agree (b) Agree (c) Neutral (d) Disagree (e) Strongly Disagree
13. I will never leave this organization at any cost.
 - (a) Strongly Agree (b) Agree (c) Neutral (d) Disagree (e) Strongly Disagree
14. I feel proud when I talk about this organization to others.
 - (a) Strongly Agree (b) Agree (c) Neutral (d) Disagree (e) Strongly Disagree
15. I will recommend others and also my family members to join this organization.
 - (a) Strongly Agree (b) Agree (c) Neutral (d) Disagree (e) Strongly Disagree

16. PLEASE READ THE FOLLOWING STATEMENTS AND INDICATE YOUR LEVEL OF AGREEMENT WITH A (TICK) MARK:

[Strongly Agree-SA Agree-A Neutral-N Disagree-D Strongly Disagree-SD]

	SA	A	N	D	SD
a. Workers in this company have many opportunities for advancement.					
b. This company has a clear path for career advancement of its workers.					
c. Management encourages creativity, innovation and continuous improvement.					
d. This company provides adequate training facilities.					
e. This company provides general and technical education.					
f. The employees are motivated to try and implement new ideas.					
g. This company has a sound grievance handling procedures.					
h. The management is sympathetic in dealing with employee problems.					
i. Salaries, allowances of employees are attractive.					
j. Team spirit is of high order in this company.					
k. Performance appraisal reports are based on objective assessment and adequate information.					
l. The personnel policies in this company facilitate employee development.					

- m. Hard work is recognized and appreciated here.
- n. Employees who contribute to the company's productivity and efficiency are appreciated.
- o. Ideas and opinions of employees are recognized by the company.
- p. The company offers rewards if any good work is done by employees.
- q. The management makes efforts to identify and utilize the potential of the employees.
- r. Regular meeting and joint forums are conducted in solving day to day problems.
- s. The management consults employees before taking any important decisions.
- t. This company provides safe working conditions.
- u. This company provides adequate job security to its employees.
- v. This company provides adequate welfare facilities to employees at work place.

	SA	A	N	D	SD
m. Hard work is recognized and appreciated here.					
n. Employees who contribute to the company's productivity and efficiency are appreciated.					
o. Ideas and opinions of employees are recognized by the company.					
p. The company offers rewards if any good work is done by employees.					
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r. Regular meeting and joint forums are conducted in solving day to day problems.					
s. The management consults employees before taking any important decisions.					
t. This company provides safe working conditions.					
u. This company provides adequate job security to its employees.					
v. This company provides adequate welfare facilities to employees at work place.					

w. Any other relevant information that you wish to offer for this study?

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