



**A STUDY ON ORGANIZATIONAL CLIMATE
AT EASTMAN EXPORTS PRIVATE LTD,**



TIRUPUR

A Project Report

Submitted

By

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In partial fulfillment of the requirements

for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

Department of Management Studies

Kumaraguru College of Technology

(An autonomous institution affiliated to Anna University, Coimbatore)

Coimbatore - 641 049

May, 2012

DECLARATION

I affirm that the project work titled “**A study on Organizational climate at Eastman Exports Pvt Ltd, Tirupur**”being submitted in partial fulfillment for the award of master of business administration is the original work carried out by me. It has not formed the part of other project work submitted for award of any degree or diploma, either in this or any other university.



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



Signature of the Guide

M. Kirupa Priyadarsini

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CERTIFICATE



BONAFIDE CERTIFICATE

Certified that this project report titled “A study on Organizational climate at Eastman Exports Pvt Ltd, Tirupur” is the bonafide work of Ms.M.R. Sowndarya janani, 10MBA56 who carried out the project 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.

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TO WHOMSOEVER IT MAY CONCERN

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During the tenure her performance was very good.

for EASTMAN EXPORTS GLOBAL CLOTHING (P) LTD.,


RAJASEKHARAN.S
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ACKNOWLEDGEMENT

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Date: 16.5.2012
Place: Coimbatore

TABLE OF CONTENTS

TABLE OF CONTENTS

Chapter	TITLE	Pg.No
CHAPTER 1: INTRODUCTION		
.1	Introduction to the study	1
1.2	Industry Analysis	2
1.3	Company Profile	5
1.4	Statement of the problem	9
1.5	Objectives of the study	9
1.6	Scope of the study	9
CHAPTER 2: REVIEW OF LITERATURE		
2	Review of literature	10
CHAPTER 3: RESEARCH METHODOLOGY		
3.1	Type of research	13
3.2	Data and Source of data	13
3.3	Time period covered	13
3.4	Population and sample size	13
3.5	Sampling Technique	13
3.6	Statistical tools used	14
3.7	Limitations to the study	14
CHAPTER 4: ANALYSIS & INTERPRETATION		
4.1	Descriptive Statistics	15
4.2	Correlation Analysis	32
4.3	T-test Analysis	33
4.4	One-way Anova Analysis	37
4.5	Chi- Square Test	41
4.6	Average Ranking method	47

CHAPTER 5: FINDINGS, SUGGESTIONS AND CONCLUSION		
5.1	Findings	48
5.2	Suggestions	49
5.3	Conclusion	49
Bibliography		50
Reference		51
Appendix		52

LIST OF TABLES

LIST OF TABLES

TABLE	TITLE	Pg. No
1	Table showing Age of the respondents	15
2	Table showing Company Service of the respondents	17
3	Table showing Salary details of the respondents	19
4	Table showing Gender of the respondents	21
5	Table showing Marital Status of the respondents	23
6	Table showing Pearson's Correlation between constructs and organizational climate.	32
7	Table showing Independent Samples Test using Marital Status	33
8	Table showing Independent Samples Test using Gender	35
9	Table showing ANOVA by Age	37
10	Table showing ANOVA by Company service	39
11	Table showing Association between Company Service and Team work	41
12	Table showing Association between Company Service and Company Service	42
13	Table showing Association between Company Service and Managerial Style	43
14	Table showing Association between Company Service and Contribution Attitude	44
15	Table showing Association between Company Service and Supervisory relationship	45
16	Table showing Association between Company Service and Work Attitude	46
17	Table showing the Average Score of aspects that influence the Organization Climate.	47

LIST OF CHARTS

LIST OF CHARTS

Fig. No	TITLE	Pg.No
1	Chart showing Age of the respondents	16
2	Chart showing Company Service of the respondents	18
3	Chart showing Salary details of the respondents	20
4	Chart showing Gender of the respondents	22
5	Chart showing Marital Status of the respondents	24
6	Chart showing Means levels of Team work	25
7	Chart showing Mean levels of Communication	26
8	Chart showing Mean levels of Managerial Style	27
9	Chart showing Mean levels of Independency.	28
10	Chart showing Mean levels of Contribution Attitude	29
11	Chart showing Mean levels of Supervisory Relationship	30
12	Chart showing Mean levels of Job and Work Attitude	31

CHAPTER I
INTRODUCTION

CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

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

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

The content of organizational climate has varied widely and they include almost all the important aspect of organizations such as structure, communication, leadership, Conflicts, reward system, inter personal relationships organizational effectiveness, reasonability and so forth. It has been pointed out that the contents of the climate constructed by various researches overlap with many other major concepts in organizational behavior (Glick, 1985). Such overlaps seems to have promoted researchers

to raise the question how the concept of climate is different from other organizational variables, especially, structure and job satisfaction.

Impact of Organizational Climate:

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

1.2 INDUSTRY PROFILE

The garments industry in India is one of the best in the world. An extremely well organized sector, garment manufacturers, exporters, suppliers, stockists and wholesalers are the gateway to an extremely enterprising clothing and apparel industry in India. There are numerous garments exporters, garments manufacturers; readymade garments exporters etc. both in the small scale as well as large scale.

During April-December 1999-2000, textile exports were recorded as US \$ 9735.2 million (Rs.440179.4 million), of which readymade garments comprised nearly 40%. Interestingly, almost $\frac{1}{4}$ of India's total exports goes to the USA.

Indian readymade garments and textiles are extremely popular the world over. In fact, exports of readymade garments registered a 6.4% increase in dollar terms and an 11.6% increase in rupee terms during the period April-December 1999-2000, despite a sluggish growth in income both at home and abroad. Indian Garment export growth during April-June 1998 for woolen readymade garments was a phenomenal 150%, for readymade garments made of silk it was 58%, and for other readymade garments it was 39%, in dollar terms.

Today, garments exports from India have made inroads into the international market for their durability, quality and beauty. One of the reasons for the economical pricing of India's readymade garments and apparels is the availability of highly skilled, cheap labor in the country. The superiority of India's Garment Industry has been acknowledged in the National Textile Policy (NTP) of India 2000. Having realized the tremendous growth potential of this sector there is a proposal in the NTP for taking the Indian Garment Industry out of the SSI reservation list.

The textile and apparel industry is one of the leading segments of the Indian economy and the largest source of foreign exchange earnings for India. This industry accounts for 4 percent of the gross domestic product (GDP), 20 percent of industrial output, and slightly more than 30 percent of export earnings. The textile and apparel industry employs about 38 million people, making it the largest source of industrial employment in India. The study identifies the following structural characteristics of India's textile and apparel industry.

India has the second-largest yarn-spinning capacity in the world (after China), accounting for roughly 20 percent of the world's spindle capacity. India's spinning segment is fairly modernized; approximately 35 to 40 percent of India's spindles are less than 10 years old. During 1989-98, India was the leading buyer of spinning machinery, accounting for 28 percent of world shipments. India's production of spun yarn is accounted for almost entirely by the "organized mill sector," which includes 285 large vertically-integrated "composite mills" and nearly 2,500 spinning mills

India has the largest number of looms in place to weave fabrics, accounting for 64 percent of the world's installed looms. However, 98 percent of the looms are accounted for by India's powerloom and handloom sectors, which use mostly outdated equipment and produce mostly low-value unfinished fabrics. Composite mills account for 2 percent of India's installed looms and 4 percent of India's fabric output.

The handloom and powerloom sectors were established with government support, mainly to provide rural employment. These sectors benefit from various tax exemptions and other favorable government policies, which ensure that fabrics produced in these sectors are price competitive against those of composite mills.

The fabric processing (dyeing and finishing) sector, the weakest link in India's textile supply chain, consists of a large number of small units located in and around the powerloom and handloom centers. The proliferation of small processing units is due to

India's fiscal policies, which favor small independent hand- and power-processing units over composite mills with modern processing facilities.

The production of apparel in India was, until recently, reserved for the small-scale industry (SSI) sector, which was defined as a unit having an investment in plant and machinery equivalent to less than \$230,000. Apparel units with larger investments were allowed to operate only as export-oriented units (EOUs). As a result, India's apparel sector is highly fragmented and is characterized by low levels of technology use.

CURRENT POSITION OF TEXTILE INDUSTRY IN INDIA

Textile constitutes the single largest industry in India. The segment of the industry during the year 2000-01 has been positive. The production of cotton declined from 156 lakh bales in 1999-2000 to 1.40 lakh bales during 2000-01. Production of man-made fibre increased from 835 million kgs in 1999-2000 to 904 million kgs during the year 2000-01 registering a growth of 8.26%. The production of spun yarn increased to 3160 million kgs during 2000-01 from 3046 million kgs during 1999-2000 registering a growth of 3.7%. The production of man-made filament yarn registered a growth of 2.91% during the year 1999-2000 increasing from 894 million kgs to 920 million kgs. The production of fabric registered a growth of 2.7% during the year 1999-2000 increasing from 39,208 million sq mtrs to 40,256 million sq mtrs. The production of mill sector declined by 2.6% while production of handloom, powerloom and hosiery sector increased by 2%, 2.7% and 5.1% respectively. The exports of textiles and garments increased from Rs. 455048 million to Rs. 552424 million, registering a growth of 21%. Growth in the textile industry in the year 2003-2004 was Rs. 1609 billion. And during 2004-05 production of fabrics touched a peak of 45,378 million square meters. In the year 2005-06 up to November, production of fabrics registered a further growth of 9 percent over the corresponding period of the previous year.

With the growing awareness in the industry of its strengths and weakness and the need for exploiting the opportunities and averting threats, the government has initiated many policy measures as follows.

The Technology Upgradation Fund Scheme (TUFS) was launched in April 99 to provide easy access to capital for technological upgradation by various segments of the Industry.

The Technology Mission on Cotton (TMC) was launched in February 2000 to address issues relating to the core fibre of Cotton like low productivity, contamination,

obsolete ginning and pressing factories, lack of storage facilities and marketing infrastructure

A New Long Term Textiles and Garments Export Entitlement (Quota) Policies 2000-2004 was announced for a period of five years with effect from 1.1.2000 to 31.12.2004 covering the remaining period of the quota regime.

1.3 COMPANY PROFILE:

1.3.1 Company Name: Eastman Exports Private limited.

1.3.2 Company Website: <http://www.eastmanexports.com/>

1.3.3 The Group:

Steered by the vision, energy and acumen of its technocrat founder, Mr. N. Chandran (Chairman and Managing Director), Eastman today is a name synonymous with success and accomplishment. From a modest growth at the time of inception to the current business volume of USD \$250 Million per annum, Eastman has come a long way. This journey is a complete testimony to the clarity of vision and the quantum of energy that propels the company. The various departments of the company are coordinated in such a way that optimum efficiency is obtained. Product Development is the real strength of the company. An excellent product development system, managed by a creative team of professionals, vouches for that. They have a very creative design team capable of providing design inputs by constantly monitoring worldwide requirements.

At Eastman Exports they produce quality garments that can guarantee complete customer satisfaction. They have a very good team of professionals who create the right and high quality product that the customer requires and deliver it at the right time, supported by a good communication and technological system. Above all they are always close to the market and keep ourselves updated with right fashion, product and Hi-street requirements.

1.3.4 Commitment

At Eastman, commitment takes precedence over everything else. They believe our success is the result of our commitment to product quality, timely delivery, the environment and their human resources.

Endorsing their commitment to the environment is the ISO 14001, Oeko Tex Standard-100 and Eco-tex Certifications. All their products comply to REACH standards.

- Quality
- Timely Delivery
- Transparency
- Fashion Innovation
- Shorter Lead Time
- Ability to Process Orders of Any Quantity
- Design Studio
- Flexibility

1.3.5 OPERATIONS

Accessories

Our elastic division is capable of manufacturing both knitting and woven elastic. We have the facility of printing barcodes, price tickets, carton stickers and labels.

Design and sampling:

They have a state of the art design studio equipped with.,

Virtual Fit Simulation

3 dimensional fit simulation software for virtual fitting and draping of the garment created using CAD patterns.

The measurements of the fit model and garments spec is given by the client.

This helps us in speeding our approval of fit, Viewing colour combination to near perfection and interaction with the customers, online or by video conferencing.

The software also lets you to view how the products will look even before it is made.

Graphic Design and Forecasting

We have in -house dedicated design team to do research on print graphics/embroidery and printing techniques.

We have WGSN (Worth Style Global Network) UK., and Style Sight USA., subscriptions which provide fashion forecasting services. Thereby we are following all the fashion trends happening around the world.

We also have a team of graphic Artists for all hand drawn designs.

Design Studio

Also they have software available for cad patterning and marker consumptions.

Spinning

We have the capability to source all counts of cotton & slub irregular yarns. We also have a group of technical experts who constantly conduct tests and ensure that yarn of high quality is supplied to the next process.

In order to meet the requirements of a large number of our socially responsible clientele, we can also source blended organic yarns.

Knitting

We are capable of producing 60,000 kilograms of fabric per day. Working to meet the demands are imported machines including

Mayer & Cei – Germany,

Terrot – Germany,

Am tek – Crech,

Camber – UK,

Orizion – Italy,

Keumyong – Korea,

Pai Lung – Taiwan,

Falmac – UK.

The grey fabric standards are predetermined by the standardized STARFISH program.

Global Equipments

Knitting machines imported from several leading manufacturers all over the world, help us in meeting the requirements of our customers and at the same time provide excellent quality fabric.

Printing

Printing is one of our strengths and is equipped with two rotary printing machines capable of producing innovative and trendy designs in pigment, reactive and discharge in up to 10 colors. Our garment spot printing facility is equipped to print in pigment and

plastizol on MHM machines from Austria, ASKME from Taiwan, SROQUE from Portugal. We are also well-equipped in thermal transfer printing, flock printing and specialized prints using latest print techniques. Our printing machines are capable of creating trendy and delicate designs and it is one of our biggest forte.

1.3.6 MARKET

The wide range of garments produced here reach all over Europe, USA, Canada, Mexico, Brazil, Hong Kong etc. Eastman Exports also caters to various brands, departmental stores and retailers across the Globe.

1.3.7 QUALITY

Eastman Exports believes 'Quality First' in each and every action. A top-notch team of professionals consistently examine the intricacies of quality management through online. Right from the procurement of raw materials to the manufacturing of end product, they use latest quality technology system and methods so as to meet the needs of the buyer. The company has been conferred certificates like Oeko Tex, OE-100, GOTS, ISO, WRAP and SA 8000 for quality management, environmental management and social accountability management. We have our own lab facility accredited by various brands to monitor quality at different levels.

1.4 STATEMENT OF PROBLEM / SIGNIFICANCE OF THE PROBLEM

‘Organizational climate’ is quality of working environment. If people feel that they are valued and respected within the organization, they are more likely to contribute positively to the achievements of the business outcomes. Creating a healthy organizational climate requires attention to the factors which influence employee’s perceptions, including the quality of leadership, the way in which decisions are made and whether the efforts of employees are recognized. In fact “Climate may be thought of as the perceptions of the characteristics of an organization”.

The result from this project may mainly contribute to the various aspects in which organizational climate may be studied. We can find concepts of teamwork, work attitude, job satisfaction and other important concepts will influence towards the growth aspects in the organization.

1.5 OBJECTIVES :

Primary Objective

This study mainly deals in with identifying the organizational climate among employees and finding their attitudes and inclusion of their opinions and suggestions at Eastman exports, Tirupur.

Secondary Objective

- To know more about the employee’s feelings so that they can easily manage their behavior to help them grow.
- To resolve issues and problems identified within the Organization.

1.6 SCOPE OF THE STUDY:

This research was exclusively conducted for the employees of Eastman Exports private limited (Tirupur). This study unveils the factors that influence organizational climate in Only the corporate office at Eastman exports Private limited.

CHAPTER II
REVIEW OF LITERATURE

CHAPTER 2

REVIEW OF LITERATURE

1. **The Organizational Climate of Kerman Shahid Bahonar University
Its Comparison with the Desired Organizational Climate from the
Viewpoints of the Personne (Staff) of the University (Volume 34 No. 3 Fall
2005)**

Hamid Reza Alavi and Ramazan Jahandari.

The aim of this research is to survey the organizational climate of Kerman Shahid Bahonar University and compare it with the desired organizational climate from the point of view of the university staff.

The research deals with relationship among the staff ,perform their delegated duties with high spirit, the conditions in a way not to disturb the staff and not to make any Problems. managers' behavior with the staff supportive and friendly, the staff interested in their occupations, managers and staff behave formally with each other, the managers' work method taken as good examples, the managers direct the staff ignoring the staffs' ideas.

2. **Moran and Volkwein, (1992, p.2), “The Cultural Approach to the Formation of Organizational Climate” State University of New York at Plattsburgh, Plattsburgh, New York.**

Organizational climate is a relative enduring characteristic of an organization which distinguishes it from other organization: (a) and embodies members collective perceptions about their organization with respect to such dimensions as autonomy, trust, cohesiveness, support, recognition, innovation and fairness: (b) is produced by members interaction; (c) serves as a basis for interpreting the situation; (d) reflects the prevalent norms, values and attitudes of the organizations culture; and (e) acts as a source of influence for shaping behavior.

3. **Schneider and Bartlett (1968), “Handbook of Organizational Culture and Climate”, Has proposed four organizational climate dimensions,**

- Individual autonomy: based on the factors of the individual responsibility, agent

interdependence, rules orientation and opportunities for exercising individual initiative.

- The degree of structure imposed upon the position: based on the factors of structure, managerial structure and the closeness of supervision.
- Reward orientation: based upon the factors of reward, general satisfaction, promotional-achievement orientation, and being profit minded and sales oriented.
- Consideration, warmth and support: based upon the factors of managerial support, nurturing of subordinates and warmth and support.

4. Jones and James (1979), “An Exploratory Study of the Jones and James Organizational Climate Scales”, noted that the process reflected the developments that had occurred in the conceptualization of climate and the nature of its major influences. They propose that psychological climate:

- refers to the individual’s cognitively based description of the situation;
- involves a psychological processing of specific perceptions into more abstract depictions of the psychologically meaningful influences in the situation;
- tends to be closely related to situational characteristics that have relatively direct and immediate ties to the individual experience; and
- is multidimensional, with a central core of dimensions that apply across a variety of situations(through additional dimensions might be need to better describe particular situations.

5. Designing, Administering, and Utilizing an Employee Attitude Survey

Paul R. Knapp (Nova Southeastern University), Bahaudin G. Mujtaba (Nova Southeastern University)

Employee attitudes and the inclusion of their opinions and suggestions are most important in today’s global and competitive work environment. In the American business environment, we are dealing with many different generations, each having diverse wants, needs, goals, and aspirations. The more that management knows about their employee’s feelings, the easier it is to manage their behavior to help them grow and the economy will prosper. Logic and research seems to agree that front- line employees are in the best position to assess the organization’s actions, problems, and proposed solutions. This paper presents a very practical

approach to design, administer, conduct respondent feedback of results, and assist local management in helping to resolve issues and problems identified within a department or unit in most organizations based on a real world example.

6. Conceptualizing and Measuring Organizational and Psychological Climate: Pitfalls in Multilevel Research, William H. Glick, *The Academy of Management Review*, Vol. 10, No. 3 (Jul., 1985), pp. 601-616.

Organizational and psychological climate research has been plagued by cross-level inference problems. This paper advocates treating the organization as the unit of theory for organizational climate while preserving the individual as the unit of theory for psychological climate. It examines multilevel conceptual problems in climate research and discusses strategies for improving the validity and assessing the reliability of measurement. Additional multilevel research on climate and other areas of organizational science, particularly organizational culture, is encouraged.

CHAPTER III
RESEARCH METHODOLOGY

CHAPTER 3

RESEARCH METHODOLOGY

3.1 TYPE OF RESEARCH:

The method adopted was 'descriptive study', where set of elements that will influence the organizational climate of the employees of Eastman exports private limited.

3.2 DATA AND SOURCE OF DATA:

The data used for this research is primary data. The research instrument used for data collection is structured questionnaire which was carefully designed keeping the entire objective in mind. The questionnaire collects information's in various aspects like,

- Team work
- Communication
- Managerial style
- Independency
- Contribution attitude
- Supervisory relationship
- Job and work attitudes

The collected data was analyzed using statistical tools and inferences were drawn and findings will be published. Through field survey the data has been sourced for this project.

3.3 TIME PERIOD COVERED:

- The total time period of the study was 90 days.
- The time taken to finalize the research design, was around 30 days and
- The data collection was carried out for 30 days.

3.4 POPULATION AND SAMPLE SIZE:

- For this project the total population was 2000 employees at Eastman exports private limited.
- The sample size would be 200.

3.5 SAMPLING TECHNIQUE:

The sampling technique used for this study is simple random sampling. It is one of the probability sampling techniques, where all the items have an equal chance of being

included in the sample. This minimizes the risk of data being biased and enhances the accuracy of the results.

3.6 STATISTICAL TOOLS USED:

The collected data were analyzed with reference to each of the specific objectives of the study and the following statistical tools were used in the study.

- T- test Analysis
- ANOVA Analysis
- Correlation Analysis
- Chi square analysis
- Average Ranking Method

3.7 LIMITATIONS OF THE STUDY:

- This research was conducted exclusively for Eastman exports private limited branch and not for any other Branch across town or in any other State.
- Data collected may not be a representation of the entire population.
- This study was limited to the capabilities and willingness of the respondents in appropriately answering the questions
- The information given by respondents may be or may not be correct.

CHAPTER IV
ANALYSIS AND INTERPRETATION

CHAPTER – 4

ANALYSIS AND INTERPRETATION

4.1 DESCRIPTIVE STATISTICS

Table 1

Age of the respondents

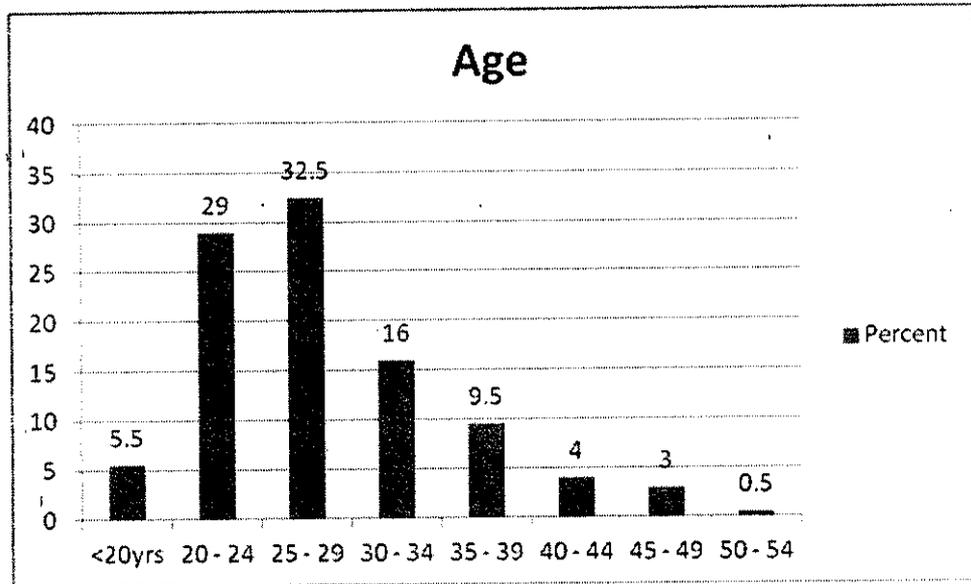
S.No	Age	No. of Respondents	Percent
1	<20yrs	11	5.5
2	20 - 24	58	29.0
3	25 - 29	65	32.5
4	30 - 34	32	16.0
5	35 - 39	19	9.5
6	40 - 44	8	4.0
7	45 - 49	6	3.0
8	50 - 54	1	.5
	Total	200	100.0

It can be observed from the above table that 32.5% of respondents are in the age group of 25-29 years, 29% of the respondents are in the age group of 20-24 years, 16% of the respondents are in the age group of 30-34 years, 9.5% of the respondents are in the age group of 35-39 years. 5.5% of the respondents are in the age group of less than 20 years. 4% of the respondents are in the age group of 40-49 years. 3% of the respondents are in the age group of 45-49 years.

INFERENCE:

It can be inferred that majority 32.5 % of the respondents belong to the age group between 25-29 years. .

Chart 1
Age of the respondents



The above chart indicates the percentage of respondents falling into the eight different age groups. It can be clearly inferred that a majority 32.5% of the respondents fall within the age group of 25-29 years.

Table 2
Company Service of the respondents

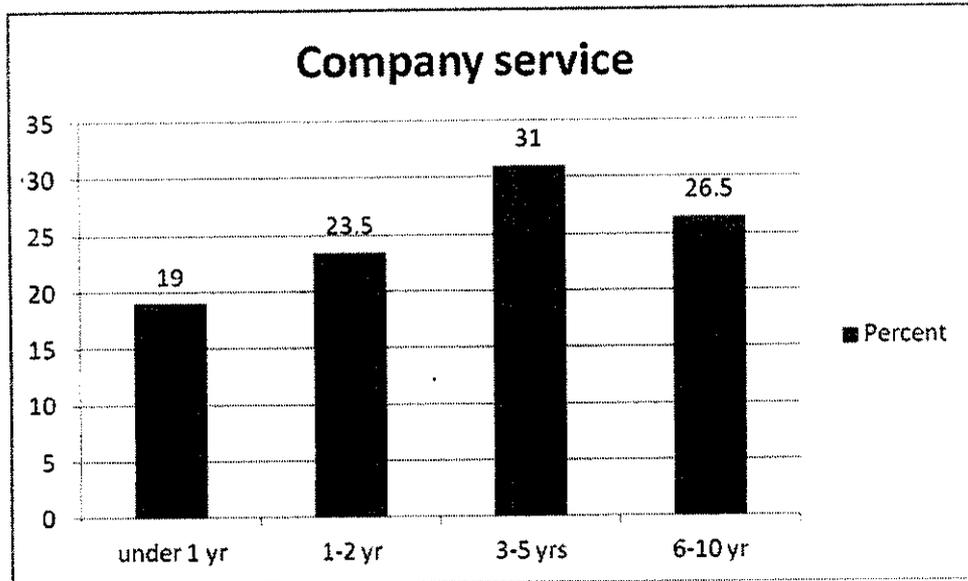
S.No	No. of years	No of the respondents	Percentage
1	under 1 yr	38	19.0
2	1-2 yr	47	23.5
3	3-5 yrs	62	31.0
4	6-10 yr	53	26.5
5	Total	200	100.0

It can be observed from the above table that 31% of respondents have been working in the company for 3-5 years, 26.5% of the respondents have been working in the company for 6-10 years, 23% of the respondents have been working in the company for 1-2 years, 19% of the have been working in the company for less than 1 year.

INFERENCE:

It can be inferred that majority 31 % of the respondents have been working in the company for 3-5 years.

Chart 2
Company service of the respondents



The above chart indicates the percentage of respondents having company service in four different categories. It can be clearly inferred that a majority 31% of the respondents have been working in the company for 3-5 years.

Table 3
Salary of the respondents

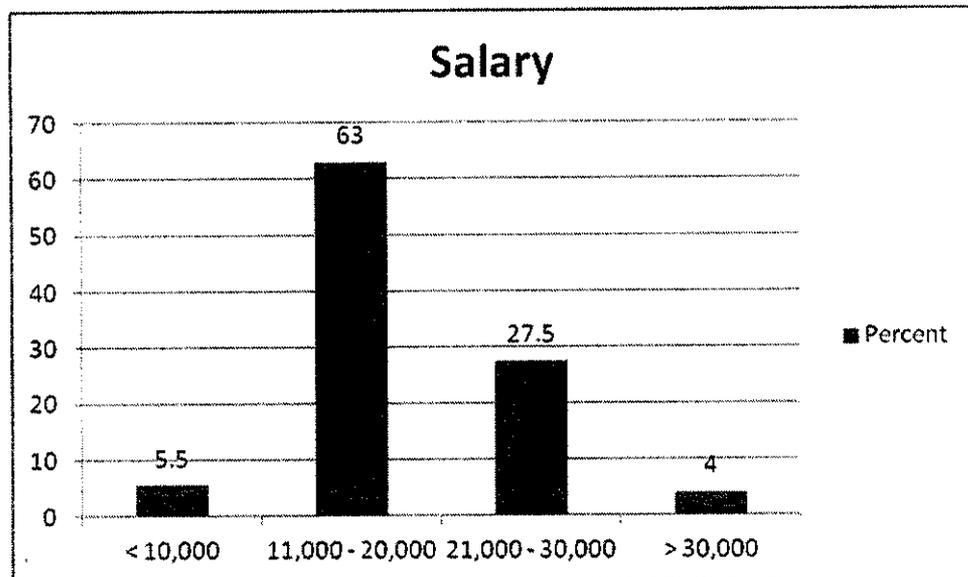
S.No	Salary Range	No. of Respondents	Percentage
1	< 10,000	11	5.5
2	11,000 - 20,000	126	63.0
3	21,000 - 30,000	55	27.5
4	> 30,000	8	4.0
5	Total	200	100.0

It can be observed from the above table that 63% of respondents are receiving salary between Rs 11,000-20,000. 27% of the respondents are receiving salary between Rs 21,000-30,000, 5.5% of the respondents are receiving salary less than Rs. 10,000, 4% of respondents are receiving salary More than Rs. 30,000.

INFERENCE:

It can be inferred that majority 63 % of the respondents are receiving salary between Rs 11,000-20,000.

Chart 3
Salary of the respondents



The above chart indicates the percentage of respondents receiving salary in four different categories. It can be clearly inferred that a majority 63% of the respondents are receiving salary between Rs 11,000-20,000.

Table 4
Gender of the respondents

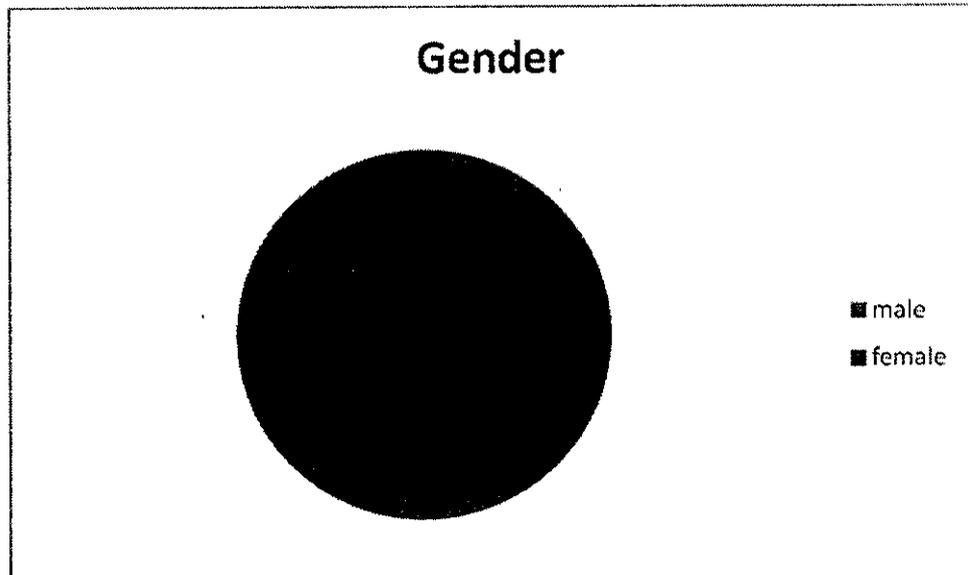
S.No	Gender	No. of Respondents	Percentage
1	Male	122	61.0
2	Female	78	39.0
3	Total	200	100.0

It can be observed from the above table that 61% of the respondents are male and 39% of the respondents are female.

INFERENCE

It can be inferred that the majority 61% of the respondents are male employees.

Chart 4
Gender of the respondents



The above chart clearly indicates the fact that a majority 61% of the respondents are male.

Chart 5
Marital status of the respondents

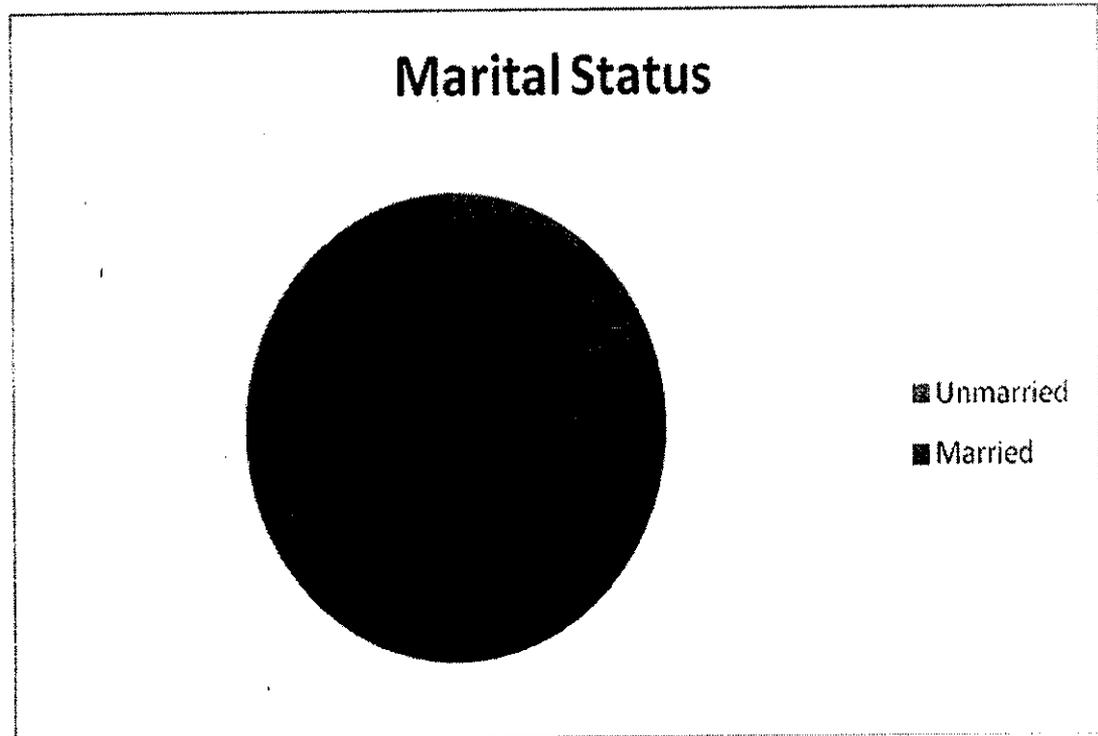
S.No	Marital Status	No. of Respondents	Percent
1	Unmarried	74	37.0
2	Married	126	63.0
3	Total	200	100.0

It is clear from the above table that 63% of the respondents are married, while 37% of the respondents are Unmarried.

INFERENCE

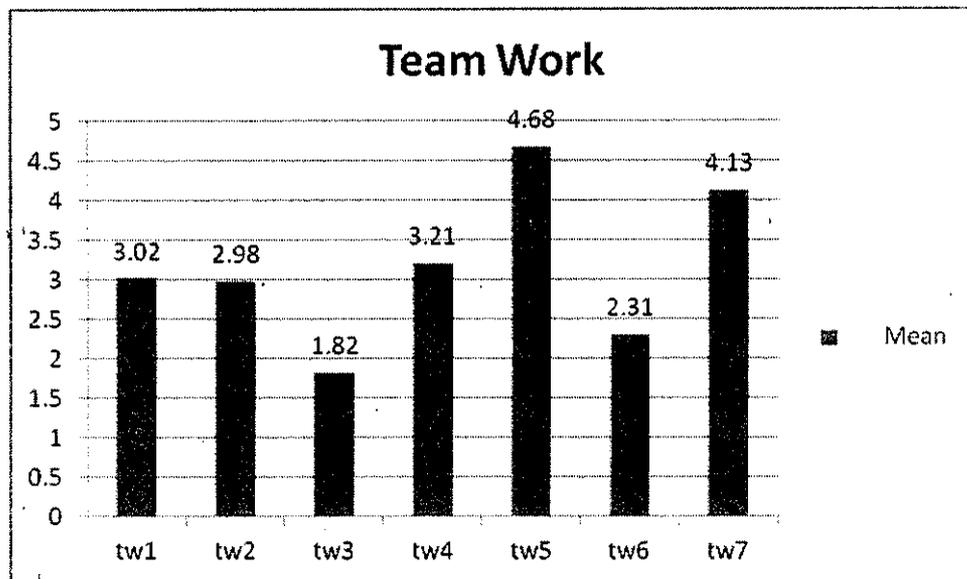
It can be inferred that majority 63% of the respondents are Married.

Chart 5:
Marital status of the respondents



The above chart clearly indicates the fact that a majority 63% of the respondents are Married.

Chart 6
Mean level of "Team work"



TW1: All levels in my department or staff work together as a team.

TW2: There is a "teamwork spirit" among those in my work group.

TW3: Those in my work group are usually easy to approach with a work problem.

TW4: The people I work with cooperate to get the job done.

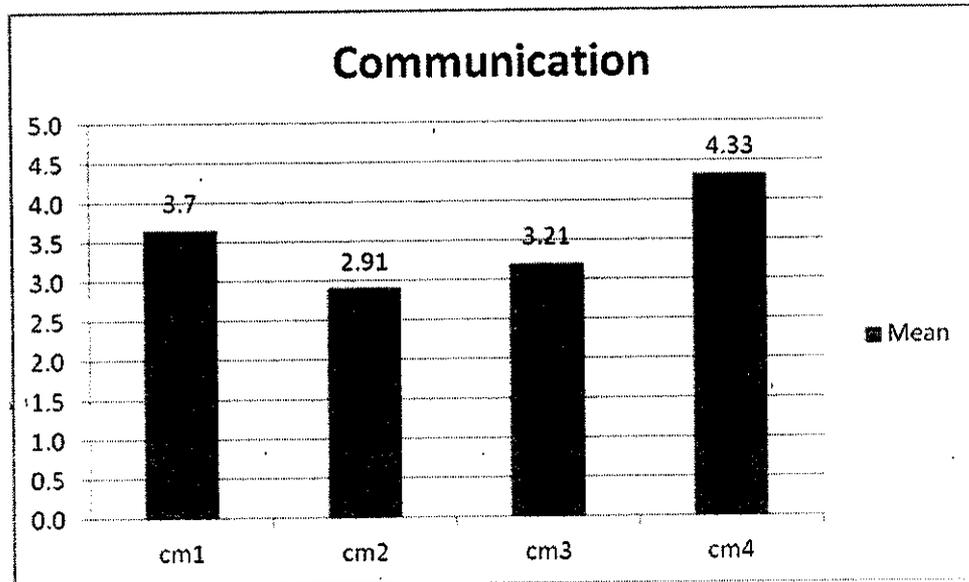
TW5: Around here, work groups or departments seem to work against each other.

TW6: In my area, work groups or departments who depend on each other plan their work together.

TW7: In my area, my work performance suffers from lack of teamwork between departments or other work groups.

The above chart shows that the mean level for individual statements under the construct "team work". It can be noted that the fifth statement (work groups or department work against each other) has got the highest mean score of 4.68. The third statement (work groups are usually easy to approach with a work problem) has got the lowest mean score of 1.82.

Chart 7
Mean level of "Communication"



C1: There is a free and open flow of work information down to me from higher levels.

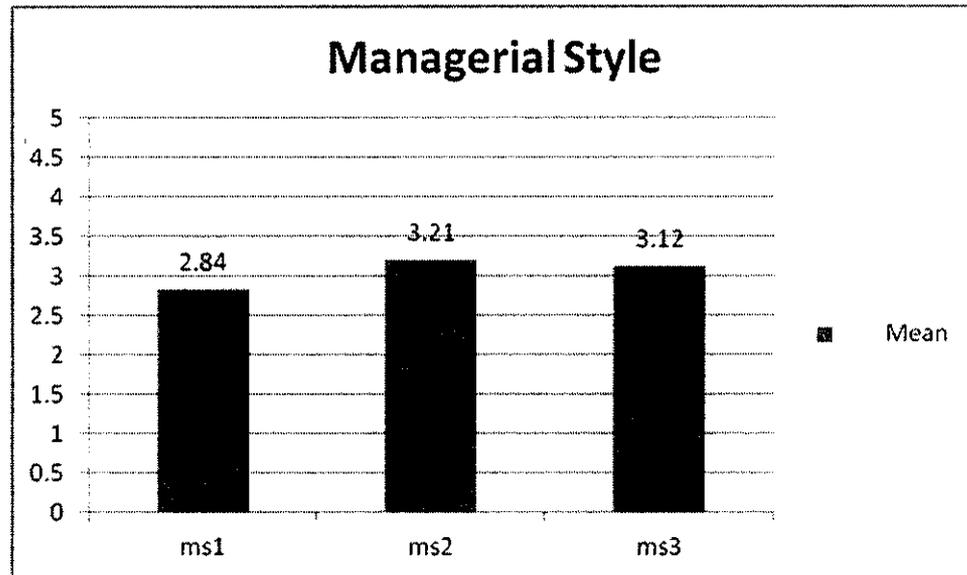
C2: Around here, there is a free and open flow of information between the different work groups or departments.

C3: Around here, we are not afraid to say what we really think.

C4: I always know what I must accomplish on my job.

The above chart shows that the mean level for individual statements under the construct "communication". It can be noted that the fourth statement (know job accomplishment) has got the highest mean score of 4.33. The second statement (there is free flow of information) has got the lowest mean score of 2.91.

Chart 8
Mean level of “Managerial style”



(Ms – Managerial Style)

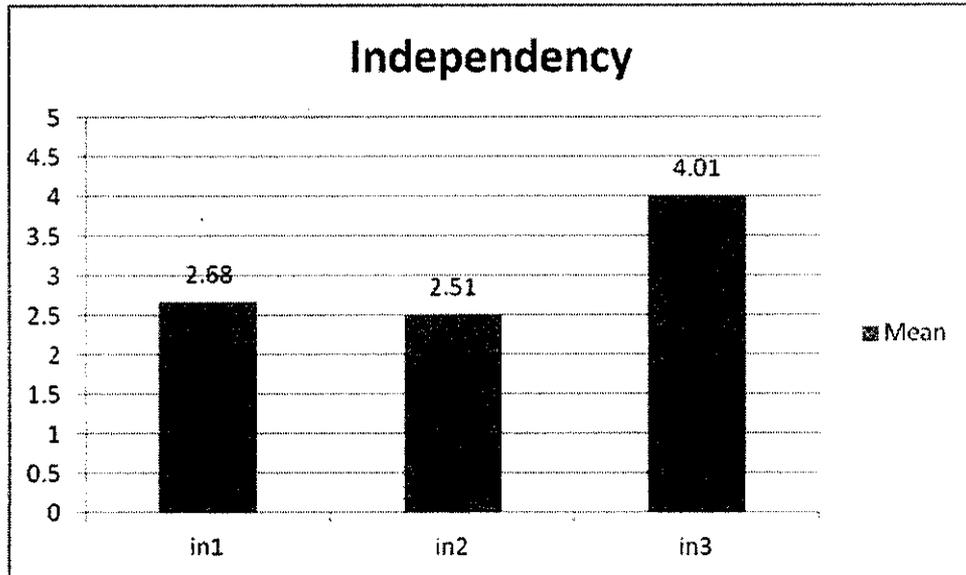
MS1 – Information we get about our work is used to criticize people more than to improve operations.

MS2- When a mistake is made, the style is “criticize first and get the facts later.”

MS3- An employee here is usually wise to hide mistakes from management since his/her future may be at stake.

The above chart shows that the mean level for individual statements under the construct “managerial style”. It can be noted that the second statement (criticize first and get facts later) has got the highest mean score of 3.21. The first statement (information we get about work is used to criticize people more than improve operations) has got the lowest mean score of 2.24.

Chart 9
Mean level of “Independency”

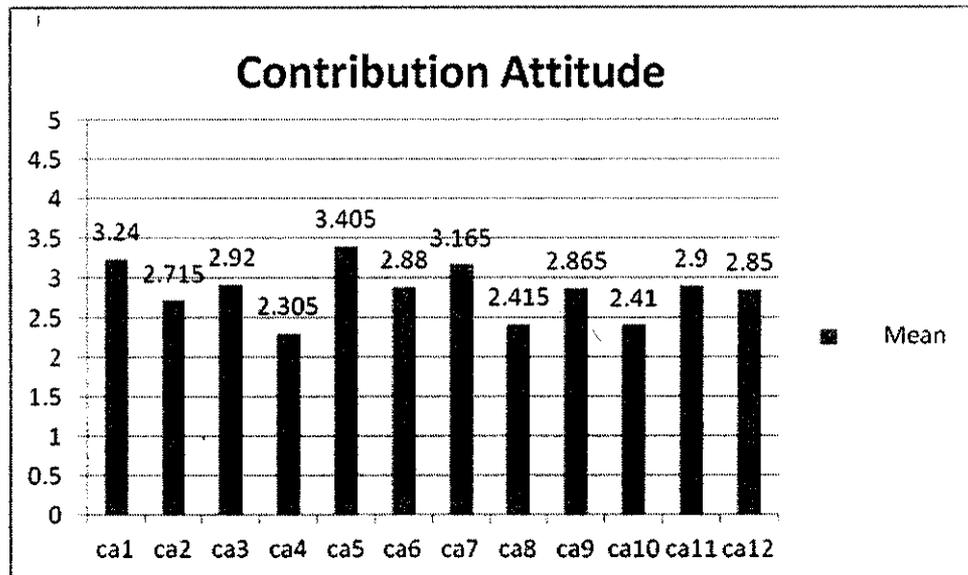


(In- Independency)

- IN1- I am able to change the structure and control of my own work.
- IN2- I have sufficient say in setting my work goals.
- INI- I would do my job better if I had more freedom to act on my own.

The above chart shows that the mean level for individual statements under the construct “independency”. It can be noted that the third statement (can do better job if more free is given) has got the highest mean score of 4.01. The second statement (have sufficient say in setting my work goals) has got the lowest mean score of 2.51.

Chart 10
Mean level of "Contribution-Attitude"

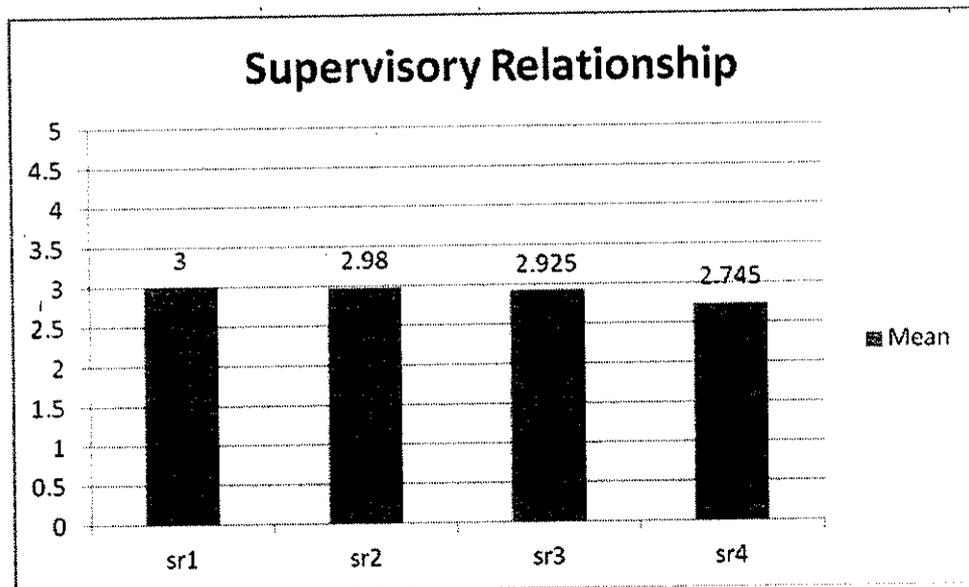


(Ca – Contribution Attitude)

- CA1-** My job makes good use of my skills and abilities.
- CA2-** My work gives me a feeling of personal accomplishment
- CA3-** On my job, I have a chance to do some things that really test my ability.
- CA4-** I am less productive than I used to be.
- CA5-** My work group is very productive.
- CA6-** In my area, people get rewarded by how well they do their jobs.
- CA7-** In my area, we stick with the old ways of doing things
- CA8-** My pay depends mostly upon how well I do my job.
- CA9-** I am given a real opportunity to improve my skills in this company.
- CA10-** My job assignments change so often that my performance suffers.
- CA11-** How satisfied are you with your opportunity to get a better job with this company
- CA12-** How satisfied are you with the training you received for doing your present job

The above chart shows that the mean level for individual statements under the construct "Contribution attitude". It can be noted that the fifth statement (work group is productive) has got the highest mean score of 3.405. The fourth statement (less productive than used to be) has got the lowest mean score of 2.305.

Chart 11
Mean level of “Supervisory Relationship”



(Sr- Supervisory Relationship)

SR1- When I make a serious mistake, I am not reluctant to go to my boss for help.

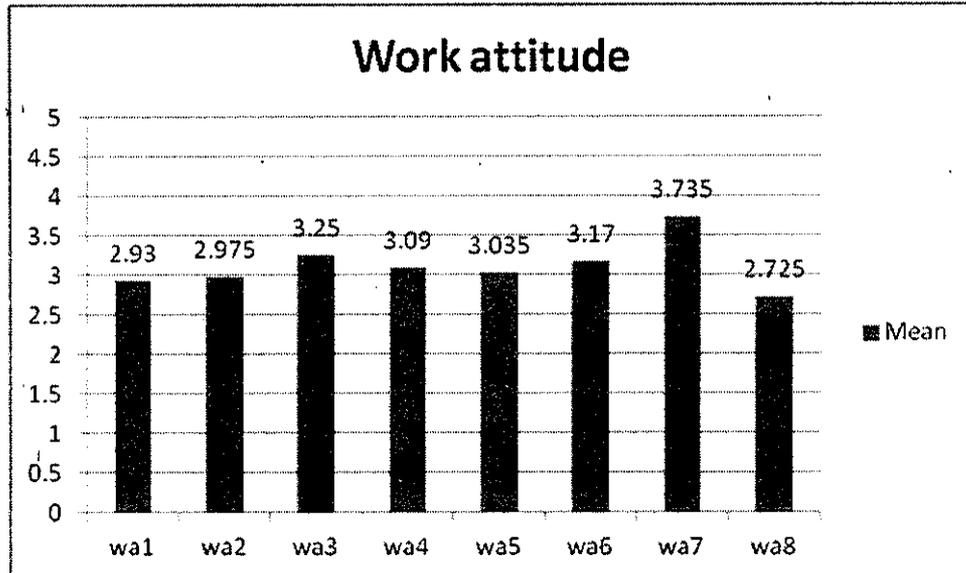
SR2-My boss deals fairly with everyone.

SR3- My boss maintains high standards of performance.

SR3- My supervisor does a good job of building teamwork in his/her group.

The above chart shows that the mean level for individual statements under the construct “Supervisory Relationship”. It can be noted that the first statement (reluctant to approach boss during serious mistake) has got the highest mean score of 3.00. The fourth statement (boss does good teamwork) has got the lowest mean score of 2.74.

Chart 12
Mean level of "Work Attitude"



(Wa- Work Attitude)

WA1- Considering everything, how satisfied are you with your job?

WA2- How satisfied are you with the information you receive from management on what's going on in the company

WA3-Overall, rate your satisfaction with the way your management operates.

WA4-Considering everything, how would you rate your satisfaction with your department/unit?

WA5-Considering everything, how would you rate your current satisfaction in your work location?

WA6-As a place to work, things around the location seem to be getting better.

WA7-I would recommend My Company as a good place to work.

WA8-I recommend My Company to my friends.

The above chart shows that the mean level for individual statements under the construct "work attitude". It can be noted that the seventh statement (recommend company to others) has got the highest mean score of 3.735. The eight statement (recommend company as good place to work) has got the lowest mean score of 2.725.

4.2 TESTS FOR MEASURING RELATIONSHIP BETWEEN THE CONSTRUCTS OF ORGANIZATIONAL CLIMATE

Pearson's co-efficient of correlation has been applied here in order to find out the nature and extent of relationship between the various constructs.

Table 6
Correlations

	MEAN	SD	TW	COM	MS	IN	CA	SUP	WA
TW	2.9450	.82180	1						
COM	3.3250	.46955	0.828**	1					
MS	2.7000	.48079	-0.856**	-0.902**	1				
IN	2.6300	.49429	0.803**	0.542**	-0.469**	1			
CA	3.3050	.48285	0.853**	0.913**	0.989**	0.496**	1		
SUP	3.1850	.71648	-0.239**	-0.135	0.089	-0.388**	-0.091	1	
WA	2.9300	.83582	0.967**	0.839**	-0.853**	0.861**	0.863**	-0.280**	1

(*Significance)

(TW-Team work, COM-communication, MS- managerial style, IN- Independency, CA- Contribution Attitude, SUP – Supervisory Relationship, WA- Work Attitude)

- From the above table, it can be noted that the dimension 'Team work' shares a fairly high degree of relationship the other dimensions of organizational climate.
- It is inferred that the dimension 'supervisory relationship' has the lowest degree of relationship with the other dimensions of organizational climate.

4.3 TESTING FOR MEAN DIFFERENCE

4.3.1 TESTING FOR DIFFERENCES BETWEEN THE MARITAL STATUS GROUPS FOR THE VARIOUS CONSTRUCTS OF ORGANIZATIONAL CLIMATE

The T-test has been applied in order to determine, whether there is any significant difference between the groups of employees (with respect to the constructs of organizational climate) when they are compared on the criteria of their 'Marital Status'.

H_0 : There is no significant difference between the groups with respect to the constructs of organizational climate.

H_1 : There is a significant difference between the groups with respect to the constructs of organizational climate.

Table 7:
Independent Samples Test using Marital Status

	Marital Status	N	Mean	T	df	Sig. (2-tailed)	S/NS
TW	Single	74	3.0135	0.903	198	0.341	NS
	Married	126	2.9048				
COM	Single	74	3.2838	-0.951	198	0.336	NS
	Married	126	3.3492				
MS	Single	74	2.7703	1.590	198	0.115	NS
	Married	126	2.6587				
IN	Single	74	2.7703	3.143	198	0.001	S
	Married	126	2.5476				
CA	Single	74	3.2297	-1.697	198	0.093	NS
	Married	126	3.3492				
SUP	Single	74	3.0676	-1.786	198	0.072	NS
	Married	126	3.2540				
WA	Single	74	3.0000	0.907	198	0.339	NS
	Married	126	2.8889				

(TW-Team work, COM-communication, MS- managerial style, IN- Independency, CA- Contribution Attitude, SUP – Supervisory Relationship, WA- Work Attitude)

- The above table gives the inputs for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for most of the constructs except for one item: independency. Therefore the null hypothesis is accepted.
- It is observed that the marital status of an employee does not create any difference when it comes to ‘independency’ because, the independency has nothing to do whether the employee is married or unmarried.

4.3.2 TESTING FOR DIFFERENCES BETWEEN GENDER FOR THE VARIOUS CONSTRUCTS OF ORGANIZATIONAL CLIMATE

The T-test has also been applied in order to determine, whether there is any significant difference between the groups of employees (with respect to the constructs of organizational climate) when they are compared on the criteria of 'Gender'.

H₀: There is no significant difference between the gender with respect to the constructs of organizational climate.

H₁: There is a significant difference between the groups with respect to the constructs of organizational climate.

Table 8:
Independent Samples Test using Gender

	GENDER	N	Mean	T	df	Sig. (2-tailed)	S/NS
TW	Male	122	2.8361	-2.372	198	.019	S
	Female	78	3.1154				
COM	Male	122	3.2623	-2.390	198	.021	S
	Female	78	3.4231				
MS	Male	122	2.7459	1.697	198	.107	NS
	Female	78	2.6282				
IN	Male	122	2.5738	-2.028	198	.039	S
	Female	78	2.7179				
CA	Male	122	3.2623	-1.570	198	.135	NS
	Female	78	3.3718				
SUP	Male	122	3.2049	.491	198	.622	NS
	Female	78	3.1538				
WA	Male	122	2.8279	-2.182	198	.031	S
	Female	78	3.0897				

(TW-Team work, COM-communication, MS- managerial style, IN- Independency, CA- Contribution Attitude, SUP – Supervisory Relationship, WA- Work Attitude)

- The above table gives the inputs for testing the hypothesis. It can be seen that the significance level is less than 0.05 for 4 of the constructs of organizational climate except constraints like managerial style, contribution attitude, supervisory relationship. Therefore the null hypothesis is rejected. Thus there is a significant difference between the groups with respect to the constructs of organizational climate.
- It can be inferred that there is significant difference between the gender when it come to constructs like team work, communication, independency and work attitude.

4.4 ONE WAY ANOVA

4.4.1 TESTING FOR HOMOGENITY ACROSS AGE FOR THE VARIOUS CONSTRUCTS OF ORGANIZATIONAL CLIMATE

One-way ANOVA has been applied to ascertain, whether the groups are homogenous, with respect to their perception of the various constructs of organizational climate. They have been evaluated on the basis of age.

H₀: The groups are homogenous with respect to their perception of the various constructs of organizational climate, based on the criteria of age.

H₁: The groups are not homogenous with respect to their perception of the various constructs of organizational climate, based on the criteria of age.

Table 9
ANOVA by Age

		Sum of Squares	Df	Mean Square	F	Sig.	S/SN
TW	Between Groups	10.833	7	1.548	2.405	.022	S
	Within Groups	123.562	192	.644			
	Total	134.395	199				
COM	Between Groups	1.951	7	.279	1.277	.264	NS
	Within Groups	41.924	192	.218			
	Total	43.875	199				
MS	Between Groups	3.094	7	.442	1.978	.060	S
	Within Groups	42.906	192	.223			
	Total	46.000	199				
IN	Between Groups	7.079	7	1.011	4.674	.012	S
	Within Groups	41.541	192	.216			
	Total	48.620	199				
CA	Between Groups	2.816	7	.402	1.773	.095	NS
	Within Groups	43.579	192	.227			
	Total	46.395	199				
SR	Between Groups	5.927	7	.847	1.689	.114	NS
	Within Groups	96.228	192	.501			
	Total	102.155	199				
WA	Between Groups	8.572	7	1.225	1.802	.089	NS
	Within Groups	130.448	192	.679			
	Total	139.020	199				

(TW-Team work, COM-communication, MS- managerial style, IN- Independency, CA- Contribution Attitude, SUP – Supervisory Relationship, WA- Work Attitude)

- The above table gives the inputs for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for 4 constructs of organizational climate, except constructs like 'team work, Managerial style and independency'. Therefore the null hypothesis is accepted.

Thus the groups are homogenous with respect to the perception of various constructs of organizational climate, based on the criteria of age.

4.4.2 TESTING FOR HOMOGENITY ACROSS COMPANY SERVICE FOR THE VARIOUS CONSTRUCTS OF ORGANIZATIONAL CLIMATE

One-way Anova has been applied to ascertain, whether the groups are homogenous, with respect to their perception of the various constructs of organizational climate. They have been evaluated on the basis of company service.

H₀: The groups are homogenous with respect to their perception of the various constructs of organizational climate, based on the criteria of **company service**.

H₁: The groups are not homogenous with respect to their perception of the various constructs of organizational climate, based on the criteria of **company service**.

Table 10
ANOVA by Company service

		Sum of Squares	Df	Mean Square	F	Sig.	S/SN
TW	Between Groups	.943	3	.314	.461	.710	NS
	Within Groups	133.452	196	.681			
	Total	134.395	199				
COM	Between Groups	1.213	3	.404	1.858	.138	NS
	Within Groups	42.662	196	.218			
	Total	43.875	199				
MS	Between Groups	1.116	3	.372	1.624	.185	NS
	Within Groups	44.884	196	.229			
	Total	46.000	199				
IN	Between Groups	.271	3	.090	.367	.777	NS
	Within Groups	48.349	196	.247			
	Total	48.620	199				

		Sum of Squares	Df	Mean Square	F	Sig.	S/SN
CA	Between Groups	1.360	3	.453	1.972	.119	NS
	Within Groups	45.035	196	.230			
	Total	46.395	199				
SR	Between Groups	.989	3	.330	.639	.591	NS
	Within Groups	101.166	196	.516			
	Total	102.155	199				
WA	Between Groups	1.325	3	.442	.629	.597	NS
	Within Groups	137.695	196	.703			
	Total	139.020	199				

(TW-Team work, COM-communication, MS- managerial style, IN- Independency, CA- Contribution Attitude, SUP – Supervisory Relationship, WA- Work Attitude)

The above table gives the inputs for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for all the constructs of organizational climate. Therefore the null hypothesis is accepted. Thus The groups are homogenous with respect to their perception of the various constructs of organizational climate, based on the criteria of company service.

4.5 CHI – SQUARE TEST

4.5.1 Test for association between Company Service and Team work

The association between Company Service and Team work is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between Company Service and Team work

H₁: There is an association between Company Service and Team work

Table 11

Association between Company Service and Team work

S.No			Team Work			Chi square	Significance
			Disagree	Neutral	Agree		
1	Company service	under 1 yr	15	15	8	9.641	0.141
2		1-2 yr	15	17	15		
3		3-5 yrs	21	24	17		
4		6-10 yr	22	9	22		
		Total	73	65	62		

- The significance value is greater than 0.05.
- So the Null hypothesis is accepted.
- Hence there is no association between the company service and Team work preferred by the respondents.

4.5.2 Test for association between Company Service and Communication

The association between Company Service and Communication is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between Company Service and Communication

H₁: There is an association between Company Service and Communication

Table 12

Association between Company Service and Communication

S.No			Communication		Chi square	Significance
			Neutral	Agree		
1	Company service	under 1 yr	30	8	5.529	0.137
2		1-2 yr	31	16		
3		3-5 yrs	44	18		
4		6-10 yr	30	23		
		Total	135	65		

- The significance value is greater than 0.05.
- So the Null hypothesis is accepted.
- Hence there is no association between the company service and Communication preferred by the respondents.

4.5.3 Test for association between Company Service and Managerial Style

The association between Company Service and Managerial Style is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between Company Service and Managerial Style

H₁: There is an association between Company Service and Managerial Style

Table 13

Association between Company Service and Managerial Style

S.No			Managerial Style			Chi square	Significance
			Disagree .	Neutral	Agree		
1	Company service	under 1 yr	8	30	0	6.595	0.360
2		1-2 yr	15	31	1		
3		3-5 yrs	17	44	1		
4		6-10 yr	22	31	0		
		Total	62	136	2		

- The significance value is greater than 0.05.
- So the Null hypothesis is accepted.
- Hence there is no association between the company service and Managerial Style preferred by the respondents.

4.5.4 Test for association between Company Service and Contribution Attitude

The association between Company Service and **Contribution Attitude** is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between Company Service and Contribution Attitude

H₁: There is an association between Company Service and Contribution Attitude

Table 14

Association between Company Service and Contribution Attitude

S.No			Contribution Attitude			Chi square	Significance
			Disagree	Neutral	Agree		
1	Company service	under 1 yr	0	30	8	7.566	0.272
2		1-2 yr	1	31	15		
3		3-5 yrs	1	44	17		
4		6-10 yr	0	30	23		
		Total	2	135	63		

- The significance value is greater than 0.05.
- So the Null hypothesis is accepted.
- Hence there is no association between the company service and Contribution Attitude preferred by the respondents.

4.5.5 Test for association between Company Service and Supervisory relationship

The association between Company Service and Supervisory relationship is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between Company Service and Supervisory relationship

H₁: There is an association between Company Service and Supervisory relationship

Table 15

Association between Company Service and Supervisory relationship

S.No			Supervisory relationship			Chi square	Significance
			Disagree	Neutral	Agree		
1	Company service	under 1 yr	7	15	16	8.060	0.234
2		1-2 yr	8	28	11		
3		3-5 yrs	10	30	22		
4		6-10 yr	11	18	24		
		Total	36	91	73		

- The significance value is greater than 0.05.
- So the Null hypothesis is accepted.
- Hence there is no association between the company service and Supervisory relationship preferred by the respondents.

4.5.6 Test for association between Company Service and Work Attitude

The association between Company Service and Work Attitude is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between Company Service and work attitude

H₁: There is an association between Company Service and work attitude

Table 16

Association between Company Service and Work Attitude

S.No			Work Attitude			Chi square	Significance
			Disagree	Neutral	Agree		
1	Company service	under 1 yr	16	14	8	9.951	0.127
2		1-2 yr	16	16	15		
3		3-5 yrs	23	22	17		
4		6-10 yr	22	8	23		
	Total		77	60	63		

- The significance value is greater than 0.05.
- So the Null hypothesis is accepted.
- Hence there is no association between the company service and work Attitude preferred by the respondents.

4.6 AVERAGE RANKING METHOD

Table 17

The Avg. Score of aspects that influence the Organization Climate.

S No	Attribute	Avg. Score	Influencing Order
1	Team Work	2.94	4
2	Communication	3.32	1
3	Managerial Style	2.70	7
4	Independency	2.63	6
5	Contribution Attitude	3.30	2
6	Supervisory Relationship	3.18	3
7	Work Attitude	2.93	5

It is clear from the above table that average score analysis was performed for factors that influence the Organizational Climate. The average score indicates the weighted average score of respective factors.

The influencing order of the factors considered for the study is Communication, Contribution attitude, Supervisory Relationship, Team Work, Work Attitude, Independency and Managerial Style.

CHAPTER V
FINDINGS, SUGGESTION AND
CONCLUSION

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- It can be concluded that majority 32.5 % of the respondents belong to the age group between 25-29 years.
- It can be concluded that majority 31 % of the respondents have been working in the company for 3-5 years.
- It can be concluded that majority 63 % of the respondents are receiving salary between Rs 11,000-20,000.
- It can be concluded that the majority 61% of the respondents are male employees.
- It can be concluded that majority 63% of the respondents are Married.
- The groups are homogenous with respect to their perception of the various constructs of organizational climate, based on criteria of age.
- The gender of an employee creates significant difference between the groups with respect to the constructs of organizational culture.
- The marital status of an employee does not create a difference among employees when it comes to the construct of organizational climate.
- The groups are homogenous with respect to their perception of the various constructs of organizational climate, based on criteria of company service.

5.2 SUGGESTIONS

- The employees must concentrate on the team work.
- There should be a free flow of information between the departments.
- Negative criticizing of the employees must be avoided.
- The employees must be given more independency.
- Effective training should be given to the employees.
- The supervisory relationship among the team should be improved so that employees can easily communicate with the Superior and improve performance.

5.3 CONCLUSION

From the Organizational climate survey conducted among the employees from various dimensions like teamwork, communication, supervisory relationship, Managerial style, work attitude it can be concluded that the performance of the employees can be improved by considering the proper flow of Communication, team work and managerial Relationship for the well being of the employees. So that their attitude towards the job and organization change positively and productivity is increased.

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APPENDIX

APPENDIX

A STUDY ON ORGANIZATIONAL CLIMATE AT EASTMAN EXPORTS, TIRUPUR

Questionnaire:

To answer clearly what you think or feel about each item, please follow these steps:

1. Read each item fully before you start to mark your answer.
2. Pick the one answer which most nearly says what you think or how you feel.
3. While completing the questions, be sure to read the special instructions which are included.

All questions can be completed by circling one of the options. Select one answer from the choices stated that best matches what you think about the item. If you tend to agree with this statement, you would circle the answer number under AGREE. Indicate your selection according to the following scale:

- 1) Strongly Disagree;
- 2) Disagree;
- 3) Neither Agree nor Disagree;
- 4) Agree;
- 5) Strongly Agree

Please indicate how much you AGREE or DISAGREE with each statement. Each question should be completed by circling one of the answer numbers.

I. Teamwork:

- | | |
|---|-------------------|
| 1. All levels in my department or staff work together as a team. | 1 2 3 4 5 |
| 2. There is a "teamwork spirit" among those in my work group. | 1 2 3 4 5 |
| 3. Those in my work group are usually easy to approach
with a work problem. | 1 2 3 4 5 |
| 4. The people I work with cooperate to get the job done. | 1 2 3 4 5 |
| 5. Around here, work groups or departments seem to
work against each other. | 1 2 3 4 5 |
| 6. In my area, work groups or departments who depend
on each other plan their work together. | 1 2 3 4 5 |
| 7. In my area, my work performance suffers from lack of
teamwork between departments or other work groups. | 1 2 3 4 5 |

2. Communications:

- | | | | | | |
|--|---|---|---|---|---|
| 1. There is a free and open flow of work information down to me from higher levels. | 1 | 2 | 3 | 4 | 5 |
| 2. Around here, there is a free and open flow of information between the different work groups or departments. | 1 | 2 | 3 | 4 | 5 |
| 3. Around here, we are not afraid to say what we really think. | 1 | 2 | 3 | 4 | 5 |
| 4. I always know what I must accomplish on my job. | 1 | 2 | 3 | 4 | 5 |

3. Managerial Style:

- | | | | | | |
|--|---|---|---|---|---|
| 1. Information we get about our work is used to criticize people more than to improve operations. | 1 | 2 | 3 | 4 | 5 |
| 2. When a mistake is made, the style is "criticize first and get the facts later." | 1 | 2 | 3 | 4 | 5 |
| 3. An employee here is usually wise to hide mistakes from management since his/her future may be at stake. | 1 | 2 | 3 | 4 | 5 |

4. Independency:

- | | | | | | |
|---|---|---|---|---|---|
| 1. I am able to change the structure and control of my own work. | 1 | 2 | 3 | 4 | 5 |
| 2. I have sufficient say in setting my work goals. | 1 | 2 | 3 | 4 | 5 |
| 3. I would do my job better if I had more freedom to act on my own. | 1 | 2 | 3 | 4 | 5 |

5. Contribution-Attitude:

- | | | | | | |
|--|---|---|---|---|---|
| 1. My job makes good use of my skills and abilities. | 1 | 2 | 3 | 4 | 5 |
| 2. My work gives me a feeling of personal accomplishment. | 1 | 2 | 3 | 4 | 5 |
| 3. On my job, I have a chance to do some things that really test my ability. | 1 | 2 | 3 | 4 | 5 |
| 4. I am less productive than I used to be. | 1 | 2 | 3 | 4 | 5 |
| 5. My work group is very productive. | 1 | 2 | 3 | 4 | 5 |
| 6. In my area, we stick with the old ways of doing things. | 1 | 2 | 3 | 4 | 5 |
| 7. In my area, people get rewarded by how well they do their jobs. | 1 | 2 | 3 | 4 | 5 |
| 8. My pay depends mostly upon how well I do my job. | 1 | 2 | 3 | 4 | 5 |
| 9. I am given a real opportunity to improve my skills in this company. | 1 | 2 | 3 | 4 | 5 |

Demographic Questions:

The following biographical information is requested so that meaningful analysis and comparisons of group results can be made. Please check the circle, O, corresponding to your answer.

AGE GROUP

- | | | | | | |
|----------------|-----------------------|-------------|-----------------------|------------------|-----------------------|
| Under 20 years | <input type="radio"/> | 35-39 years | <input type="radio"/> | 55 years or more | <input type="radio"/> |
| 20-24 years | <input type="radio"/> | 40-44 years | <input type="radio"/> | | |
| 25-29 years | <input type="radio"/> | 45-49 years | <input type="radio"/> | | |
| 30-34 years | <input type="radio"/> | 50-54 years | <input type="radio"/> | | |

COMPANY SERVICE

- | | | | |
|--------------|-----------------------|-------------------|-----------------------|
| Under 1 year | <input type="radio"/> | 11-15 years | <input type="radio"/> |
| 1-2 years | <input type="radio"/> | 16-20 years | <input type="radio"/> |
| 3-5 years | <input type="radio"/> | 21-25 years | <input type="radio"/> |
| 6-10 years | <input type="radio"/> | 26 Years and more | <input type="radio"/> |

SALARY GRADE

- | | |
|------------------|-----------------------|
| Less than 10,000 | <input type="radio"/> |
| 11,000 – 20,000 | <input type="radio"/> |
| 21,000 – 30,000 | <input type="radio"/> |
| More than 30,000 | <input type="radio"/> |

GENDER

- | | |
|--------|-----------------------|
| Male | <input type="radio"/> |
| Female | <input type="radio"/> |

MARITAL STATUS

- | | |
|-----------|-----------------------|
| Unmarried | <input type="radio"/> |
| Married | <input type="radio"/> |