

**STUDY ON THE ORGANIZATIONAL CLIMATE AND EMPLOYEE RETENTION  
STRATEGIES PREVAILING IN WINDMILL SECTOR AT TIRUNELVELI**

**DISTRICT**

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## BONAFIDE CERTIFICATE

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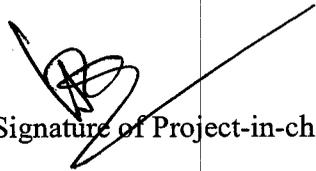
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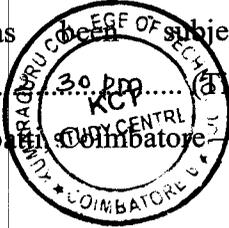
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## **ABSTRACT**

“A study on organizational climate and employee retention strategies prevailing in Windmill Sector ” is conducted in various windmill companies at CWET(Centre for Wind Energy Technology, Kayathar near Tirunelveli District.

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. This study helps to find out the existing climate of the organization and also it is used to find out the attitude of the employees towards the organization.

This report is to find out the organizational characteristics, employees perception, individual characteristics and to retain those employees from the organization HR strategies. This study is conducted on entire sector with 6 wind turbine companies such as SUZLON, VESTAS, REGEN, KENERSYS, MICON, WINWIND installed at kayathar, tirunelveli dist., with the sample size of 120(EACH COMPANY 20 SAMPLES) chosen by stratified disproportionate convenient sampling technique. The detailed survey is conducted through a structured questionnaire. The data collected through questionnaire are tabulated and the information is interpreted in pie, bar and column charts. Statistical tools like Chi-square, Interval Estimation, Percentage Analysis, Weighted Average are also applied to reveal the indirect information.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 RESEARCH BACKGROUND**

##### **1.1.1 ORGANIZATIONAL CLIMATE**

“A set of attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment. For the individual members within the organization, climate takes the form of a set of attitudes and expectancies which describe the organization in terms of both static characteristics (such as degree of autonomy) and behaviour outcome and outcome-outcome contingencies”

Organizational climate is a set of properties of the work environment, perceived directly or indirectly by employees, that is assumed to be a major force in influencing employee behaviour. 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”.

“Thus every organization deals with its member in a distinct way through its policies on allocations of resources, communication pattern, reward and penalty, leadership and decision making style, etc. The organizational policy and conviction with regard to all these and a cluster of other related activities influence the feelings, attitudes and behaviour of its members and results in the creation of the unique organizational climate.

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

Organizational climate, while defined differently by many researchers and scholars, generally refers to the degree to which an organization focuses on and emphasizes:

- ✓ Innovation
- ✓ Flexibility
- ✓ Appreciation and recognition
- ✓ Concern for employee well-being
- ✓ Learning and development
- ✓ Citizenship and ethics
- ✓ Quality performance
- ✓ Involvement and empowerment
- ✓ Leadership

#### **1.1.1.1 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 fulfilment of these expectations depend upon their perception as to how the organizational climate suits to the satisfaction of their needs. Thus organizational climate provides a type of work environment in which individuals feels satisfied or dissatisfied. Since satisfaction of individual goes a long way in determining his

efficiency, organizational climate can be said to be directly related with his performance in the organization.

### **Affects Motivation, Productivity and Job satisfaction:**

Organizational climate can have a major influence on motivation, productivity and job satisfaction. Climate determines the action and it creates few expectations as to consequences. Employees expect certain rewards, penalties, satisfaction or frustrations based on the organizational climate and their expectations tend to lead to motivation as said in expectancy theory.

### **Contingency Relationship:**

There is a contingency relationship between climate and the organization. The climate of an organization is contingent upon the type of employees. The type related to employees education like technical workers, knowledge workers. For example, research institutes certainly want a climate different from that of a workshop or an office.

### **Social System:**

Organizational climate represents the entire social system of a work-group. It is clearly a system concept. There are two important aspects of climate: (1) workplace itself and (2) Personal treatment of Management. If employees feel satisfied while at work and if climate provides a sense of personal worth, it can be assumed that in that organization is favourable. Employees expect the management to feel and care about their needs and problems. If these two are favourable a good climate prevails in the organization.

A high level of organizational climate is necessary for the development of organization. Good climate attracts good and efficient to the organization, who contribute to the productivity of the organization.

#### **1.1.1.2 DIMENSIONS OF ORGANIZATIONAL CLIMATE**

Organizational climate have used data relating to individual perception of organizational properties in identifying organizational climate. Denison (1996) argues that developing a universal set of dimensions was often the central issue of the climate researchers so that comparative studies could be made possible in different organizational settings. He

compared this approach to that of the culture research that used a post-modern perspective which examined the qualitative aspects of individual social contexts where each culture that was seen as unique and was not expected to have general stable qualities which had become central to the climate research.

Jones and James (1979) argued that one of the assumptions of the climate literature is that a relatively limited number of dimensions could characterize a wide cross-section of social settings. Jones and James labelled their factors as follows:

**'Conflict and ambiguity'**, which 'reflected perceived conflict in organizational goals and objectives, combined with ambiguity of organizational structure and roles, a lack of interdepartmental cooperation, and poor communication from management. Also included were poor planning, inefficient job design, a lack of awareness of employee needs and problems, and a lack of fairness and objectivity in the rewards process.'

**'Job challenge, importance and variety'**, which 'reflected a job perceived as challenging, which involve a variety of duties, including dealing with other people. The job was seen as providing autonomy and feedback, and demanding high standards of quality and performance.'

**'Leader facilitation and support'**, which 'reflected perceived leader behaviours such as the extent to which the leader was seen as helping to accomplish work goals by means of scheduling activities, planning, etc., as well as the extent to which he was perceived as facilitating interpersonal relationships and providing personal support.'

**'Workgroup cooperation, friendliness, and warmth'**, which 'generally described relationships among group members and their pride in the workgroup.'

**'Professional and organizational esprit'**, which 'reflected perceived external image and desirable growth potential offered by the job. Also included were perceptions of an open atmosphere to express one's feelings and thoughts, confidence in the leader, and consistently applied organizational policies, combined with non conflicting roles expectations and reduced job pressure.'

### **1.1.2 EMPLOYEE RETENTION:**

**Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time.** Every organization invests time and money to groom a new joiner, make him a corporate ready material and bring him at par with the existing employees. The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period of time.

#### **1.1.2.1 FACTORS WHICH MAKE EMPLOYEE LEAVE FROM THE ORGANIZATION:**

1. No growth opportunities
2. Lack of Appreciation
3. Lack of Trust and Support
4. Stress from overwork
5. Lack of Compensation
6. New Job offers
7. Job is not what employee is expected

#### **1.1.2.2 EMPLOYEE RETENTION STRATEGIES**

Employee Retention involves five major things:

1. Compensation
2. Environment
3. Growth
4. Relationship
5. Support

### **1.1.2.3 NEW TRENDS IN EMPLOYEE RETENTION STRATEGIES**

More and more businesses are using innovative “perks” that go beyond the traditional financial benefits characteristic of the past. Improved vacation allowances, gym memberships, pro-bono opportunities and family friendly policies are just some of the changes that are becoming vital in an increasingly competitive and dynamic market of recruiting and retaining legal talent.

In fact, many companies are now offering employees health, wellness and green incentives. This has proven beneficial to both the employee and employer.

### **INCREASE EMPLOYEE ENGAGEMENT**

Effectively implementing employee retention program by increasing employee engagement ensures that the employees are satisfied with their work, take pride in their work, report to duty on time, feel responsible for their job, feel valued for their contributions, and have high job satisfaction. As employees actively focus on their work, it increases the productivity levels in the organization and leads to improvement in several associated areas. Employee engagement ensures that the employees have a clear understanding of their roles and responsibilities in the organization. Increasing employee engagement helps to develop emotional connection, enthusiasm among the employees that promotes teamwork and healthy environment at the workplace.

### **MOTIVATE EMPLOYEES**

Motivating employees by offering them better opportunities for career development can help in employee retention. Giving rewards, recognitions, promotions, and appreciation to employees can motivate them to increase their productivity, commitment to work, and loyalty to the organization. They feel that their contributions are valued in the organization. Giving incentives, pay hikes, bonuses can also help to motivate employees. Recognizing employee’s contributions and aspirations motivates employee to work productively and increases his confidence that helps in employee retention.

### **FOCUS ON TEAM BUILDING**

Promoting team culture helps to actively involve all employees in achieving the goals and in overall success of the organization. Promoting team building imbues a sense of

belongingness among the employees that they are a part of larger goals or objectives of the organization. Team building promotes team work and team effort that help employees to tackle work pressure and thus provide a competitive advantage to organization. Focusing on team building activities can help to reduce workplace conflicts between team members as they work in a team. Organizing team building games, seminars, outdoor events help to promote team spirit, unity, and reduce stress.

### **RECOGNITION OF PERFORMANCE**

Recognition of performance of employees is an effective method of employee retention. Although monetary compensation can act as a motivating factor, openly recognizing the performance, initiative, and good work increases the morale and motivates the employee to work more productively. Appreciating the performance motivates the employee and they feel valuable within the organization. This helps in employee engagement and to increase the productivity levels.

### **FOSTERING EMPLOYEE HEALTH AND WELLNESS**

Health and wellness trends are an exciting development in the employment market. Unlike traditional benefit plans which tend to focus on treating the illness, these new initiatives focus on the prevention of the illness in the first instance. In turn, these opportunities lead to positive consequences for the employer, through a happier, healthier and ideally more efficient workforce.

### **PERSONAL GROWTH OPPORTUNITIES**

Another popular perk offered by employers is the facilitation and encouragement of personal growth opportunities. In Canada, for example, many law firms are increasingly placing value on providing high-quality learning and offering extensive professional development opportunities for lawyers, as well as encouraging public service work.

### **GREEN INITIATIVES**

Firms are also beginning to set themselves apart by providing workplaces that encourage respect for the environment and foster green initiatives. In this case, helping the environment is not the only payoff, as green initiatives can also help attract new talent, increase productivity and reduce costs. What's more, studies show that students coming out of school increasingly place value on workplaces that have less of a negative impact on the

environment. Preliminary studies also link eco-friendly workplaces to higher productivity and less absenteeism.

#### **1.1.2.4. MANAGERS'ROLE-RETENTION**

1. Creating a motivating environment
2. Standing up for the team
3. Providing Coaching
4. Delegation
5. Extra Responsibility

#### **1.1.2.4 H R DEPARTMENT ROLE IN RETENTION**

1. Gives infrastructure facilities to ensure that employees give their best.
2. They can make employees friendly policies, processes and procedures to ensure that employees grow in organization.
3. They can appreciate employees work.
4. They can ensure proper communication process takes place and make sure that employees are heard.
5. They can give regular feedback and recognition.
6. They can give training to boss, if his management style is not good.

#### **1.1.2.5 BENEFITS OF EMPLOYEE RETENTION TECHNIQUES**

Effective employee retention techniques help to leverage the most valuable asset, the employees, to achieve growth of the company and increase the bottom line profits.

Various employee retention techniques increase the employee productivity levels in the organization leading to reduction in cost per item or services produced.

Health, wellness and green initiatives are indicative of the times. Companies big and small are increasingly realizing that fostering employee health and wellness, and helping the environment, can be in line with their long-term business objectives. Some of these initiatives can cost businesses very little, but they can also have a big impact on branding, and more important, recruiting and retaining talent.

### **1.1.3 DESCRIPTION OF WINDMILL SECTOR:**

Wind has been the fastest growing energy technology in the world for the past decade. In 1999, the world wind industry installed a record amount of new utility scale wind generation equipment, more than 3,900 megawatts, and representing investments totalling nearly \$4 billion. Total wind installations have increased with an average of 40 percent annually from 1995-1999 to nearly 14,000 MW worldwide. Much of that growth is due to cost reductions and progressive government policies. The current technology allows a very efficient and optimal exploitation of energy at economically very attractive terms.

Wind Turbines convert the kinetic energy of wind into mechanical energy capable of turning the generator that produces electricity. Until recently, the main renewable energy technologies used in remote and urban surroundings were solar thermal and solar photo voltaic. Over the last few years, small wind turbines in the range of a few watts to a few kilowatts have begun to appear in the market and also being installed in urban areas.

Modern wind power technology has come a long way in the last two decades, and both globally and in India, improved technology has slowly and steadily improved capacity utilization. A key trend in the Indian industry is the development of multi megawatt turbines installed at greater hub heights. The shift in India to larger WTG's is a result of improved infrastructure available to handle bigger turbines and improved economics of the sector.

However in India we have wind turbines of maximum 1650 kw capacities and it is expected that wind turbines in the range of 2000 to 2500 kw are also being considered for installation in India. In the Indian wind turbine market there were firms like Suzlon Energy Ltd., Pioneer Asia Wind Turbines, Shriram EPC Ltd., NEG-Micon India (Pvt.) Ltd., Enercon (India) Ltd., GE India Industrial Pvt. Ltd., Vestas RRB India Ltd. and LM Glasfiber (India) Pvt. Ltd. Thus, one of the results of this liberalization policy has been the substantial presence of foreign especially, Danish firms in the Indian wind turbine industry. Many of these foreign firms came into India in the mid-80s or early 90s, just as the pro-reform governmental policies were being put into effect. Although many of the firms were 100 per cent-owned subsidiaries of

foreign firms, some of them were joint ventures like for example, Vestas RRB India Ltd. was a partnership between Danish firm Vestas and RBB, an Indian firm. There were also some firms that were fully indigenous like Suzlon Energy Ltd

**Wind turbine manufacturers** design, test, manufacture, and assist with the operation and maintenance of wind turbines. Important choices facing them include turbine design (generator type, gearbox vs. gear-less, materials) and how much control to maintain over component supplies (internal vs. external). They must be concerned with maintaining their extensive fleets of operating turbines while at the same time developing newer and ever-larger models. The largest wind turbine manufacturers are based in Denmark, Germany, Spain, India, and USA.

**Wind farm developers** develop and sometimes own and operate wind farms. This involves purchasing or leasing land, installing meteorological equipment to quantify the wind resource, and securing transmission, power sales, turbine supply, construction, and financing agreements. Some small wind farm developers, lacking the "muscle" and financing necessary to secure major turbine supply contracts, will develop a project in order to "flip" it and sell to larger developers such as wind power managing owners.

**Wind farm construction companies** construct and sometimes assist with the operation and maintenance of wind farms.

**Wind farm finance companies** sell loans and other financial products to wind farm developers and wind turbine manufacturers. Most of these companies are large banks with experience in providing financing to other large industrial projects.

**Wind power consulting companies** offer consulting services to the wind power industry, including wind turbine design and certification, technical Due Diligence (or acting as the "Owner's engineer"), wind resource maps, wind resource assessments, wind power forecasting, and wind turbine power performance testing. Most of these companies maintain financial independence (no ownership stake) from wind farm projects in order to guarantee unbiased service to their clients.

**Wind power research organizations** provide research and development to the wind power industry. They are usually part of government agencies or universities and conduct research

on aspects of wind power that are currently cost-prohibitive for the private industry to invest in.

Wind power managing owners are responsible for the operation and maintenance and administration of wind farms which they develop or acquire. All or part of these responsibilities may be subcontracted to third parties. Wind power managing owners, along with other financing parties and equity partners, typically sell the electricity generated from wind farms to public utilities under long-term Power Purchase Agreements (PPAs) where they receive a fixed price for the electricity.

The majority of civil and electrical work required to design and construct a wind power plant is similar to the same activities for other power plants. In addition to the wind turbines and towers, wind power plants contain other components that are necessary for proper operation:

- Electrical Power Collection system
- Substation and Interconnection
- Foundations
- Control and Communication system
- Access roads
- Operation and Maintenance (O&M) facility.

Operation and Maintenance:

The primary aim of windfarm operations and maintenance is to minimise the production costs per unit of energy generated over the life of the asset. Broadly, this is achieved by:

- minimising operational and maintenance costs
- improving turbine performance/yield
- lowering insurance risk
- protecting assets

## Control and Communications System:

A wind project typically includes a Supervisory Control and Data Acquisition system (SCADA) which consists of central computer with control capabilities for individual turbines and the ability to collect, analyse and archive time-series data.

### **1.2 IDENTIFIED PROBLEM:**

This Study will focus on the strength and weakness of a employee, identifying the right attributes about the employees, identifying the areas like team work, leadership, decision making attributes. And also retain the employees in the organization.

### **1.3 NEED FOR THE STUDY**

- ✓ The major necessity for this study is to understand the working environment of this organization, to find out the performance level of employees.
- ✓ Organizational climate represents the entire social system of a work-group. So through this study we can understand the behaviors of the employees in the organization.
- ✓ Employee retention as the rate at which organizations maintain employees in positions. Businesses that conduct effective employee retention strategies are better able to protect organizational resources than those that experience high turnover rates.

### **1.4 OBJECTIVES**

#### **1.4.1 PRIMARY OBJECTIVE**

To Study the Organizational climate prevailing in Windmill Sector and measures taken to retain the Employees

### **1.4.2 SECONDARY OBJECTIVES**

- ✓ To study the Organizational climate using the following organizational factors like working environment, inter-personal relationship, compensation level, reward system, appreciation and recognition.
- ✓ To study the autonomy of employees within the organization which is necessary for good organizational climate?
- ✓ To study the attitude of the employees towards the organization.
- ✓ To suggest measures to retain the employees for making better organizational climate than the existing.

### **1.5 SCOPE OF STUDY**

A high level of organizational climate is necessary for the development of organization. Good climate attracts good and efficient to the organization, who contribute to the productivity of the organization. Employees also play a vital role in the creation of good organizational climate. So this study mainly focused on the factors like working environment, autonomy of the employees within the organization, inter-personal relationship among the employees within the organization, rewards and benefits provided by the organization, appreciation and recognition within the organization.

### **1.6 DELIVERABLES OF STUDY**

Implementation of good organizational climate in the organization like maintaining positive working environment, Autonomy, Recognition and Competitiveness, Rewards and Benefits to the employees where they can retain in the existing organization itself as one of the valuable asset to the organization.

## CHAPTER 2

### LITERATURE SURVEY

#### 2.1 REVIEW OF LITERATURE

##### 2.1.1 REVIEW ON ORGANIZATIONAL CLIMATE

- ✓ **Schneider and Bartlett (1968)** had proposed four organizational climate dimensions,
  - 1) *Individual autonomy*: based on the factors of the individual responsibility, agent interdependence, rules orientation and opportunities for exercising individual initiative.
  - 2) *The degree of structure imposed upon the position*: based on the factors of structure, managerial structure and the closeness of supervision.
  - 3) *Reward orientation*: based upon the factors of reward, general satisfaction, promotional-achievement orientation, and being profit minded and sales oriented.
  - 4) *Consideration, warmth and support*: based upon the factors of managerial support, nurturing of subordinates and warmth and support..
- ✓ **Hansen and Wernerfelt (1989)** found that organizational climate factors explain about twice as much variance in profit rates as economic factors.
- ✓ **Denison (1990)** found that an organizational climate that encourages employee involvement and empowerment in decision-making predicts the financial success of the organization.
- ✓ **Schneider (1996)** found that service and performance climates predict customer satisfaction.
- ✓ **Ekvall (1996)** found a positive relationship between climates emphasizing creativity and innovation and their profits.
- ✓ **Thompson (1996)** found that companies utilizing progressive human resource practices impacting climate such as customer commitment, communication, empowerment, innovation, rewards and recognition, community

involvement/environmental responsibility, and teamwork outperformed organizations with less progressive practices.

- ✓ **Researchers Hart, Griffin, Wearing & Cooper (1996)** have pursued the shared perception model of Organizational Climate. Their model identifies the variables which moderate an organization's ability to mobilize its workforce in order to achieve business goals and maximize performance.
- ✓ **Potosky and Ramakrishna (2001)** found that an emphasis on learning and skill development was significantly related to organizational performance.
- ✓ **Patterson, Warr, & West (2004)** found that manufacturing organizations that emphasized a positive organizational climate, specifically concern for employee well-being, flexibility, learning, and performance, showed more productivity than those that emphasized these to a lesser degree.
- ✓ **Hellriegel and Slocum (2006)** explain that organizations can take steps to build a more positive and employee-centered climate through:
  - o **Communication** – how often and the types of means by which information is communicated in the organization
  - o **Values** – the guiding principles of the organization and whether or not they are modeled by all employees, including leaders
  - o **Expectations** – types of expectations regarding how managers and behave and make decisions
  - o **Norms** – the normal, routine ways of behaving and treating one another in the organization
  - o **Policies and rules** - these convey the degree of flexibility and restriction in the organization
  - o **Programs** – programming and formal initiatives help support and emphasize a workplace climate
  - o **Leadership** – leaders that consistently support the climate desired

- ✓ **Isaksen & Ekvall (2007)** define organizational climates 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. Although csulture 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.

### 2.1.2 REVIEW OF EMPLOYEE RETENTION

Retention is a complex concept and there is no single recipe for keeping employees with a company. In literature, retention has been viewed as “*an obligation to continue to do business or exchange with a particular company on an ongoing basis*” (Zineldin, 2000). A more detailed and recent definition for the concept of retention is “*customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioral intentions*” (Stauss et al., 2001). In fact, literature on employee retention shows that wooing existing employees through employee development or talent management programmes costs less than acquiring new talents, as organizations know their employees; their wants & desires; while the initial cost of attracting the new employees has already been expended (Davidow & Uttal, 1989). The literature on employee retention clearly explains that satisfied employees who are happy with their jobs are more devoted for doing a good job and look forward to improve their organizational customers’ satisfaction (Denton 2000). Employees who are satisfied have higher intentions of persisting with their organization, which results in a decreased turnover rate (Mobley et al., 1979). Abundant studies have hypothesized and empirically validated the link between satisfaction and behavioral intentions and behaviors such as employee’s retention (Anderson & Sullivan, 1993).

## **Retention factors of all employees**

Agrela, et al (2008) states the need to focus on the factors that affects retention leading to growth and success of organizations. Research shows that trends redefining modern retention strategies go beyond the traditional salary and benefits package (Gale Group, 2006) and compensation (Feldman, 2000) embracing employee motivation (Thomas, 2000), as one of the key factors to cater to the diversity and long stay of the workforce in the organization.

**2.1.2.1 Skill recognition:** Providing skill recognition of personal job accomplishments is an effective retention strategy for employees at any age (Yazinski, 2009).

**2.1.2.2 Learning & Working Climate:** Since learning and development opportunities appear crucial for the retention of talented employees (Arnold, 2005; Hytter, 2007; Walker, 2001), an organization must establish a supportive learning and working climate.

**2.1.2.3 Job Flexibility:** Job flexibility is vital for retaining employees of any age (Boomer Authority, 2009). Researchers describe the importance of employment flexibility such as scheduling variations that better accommodate individual work times, workloads, responsibilities, and locations around family responsibilities (Cunningham, 2002; Pfeffer, 2007).

**2.1.2.4 Cost Effectiveness:** Studies supports the conclusion that organizations providing cost effective job flexibility options benefit from satisfying the needs of all employees, independent of age, which allows for the reallocation of expenses related to recruitment, work space changes, sick time, absenteeism, and commuting costs (Agrela, et al., 2008; Boomer Authority, 2009; Cunningham, 2002).

**2.1.2.5 Training:** Training is a key retention factor for employees at any age. Statistical evidence indicates job training is a critical factor for personal (behavioral) and professional (technical) development (United States Department of Labor, 2009).

**2.1.2.6 Benefits:** The relationship of benefits with retention is another aspect of making people stay is often investigated by researchers. Maccoby (1984) identified the job satisfaction of employees and supervisors of Bell System over a five-year period and found that the employees and supervisors were satisfied with their pay and benefits and were also motivated to work productively

**2.1.2.7 Career Development:** The purpose of career planning as part of an employee development program is not only to help employees feel like their employers are investing in them, but also help people manage the many aspects of their lives and deal with the fact that there is not a clear promotion track. Employers can no longer promise job security, but they can help people maintain the skills they need to remain viable in the job market (Moses, 1999). Eyster, et al. (2008) state that job flexibility along with embracing career and life options, is a critical incentive for all employees.

**2.1.2.8 Superior-Subordinate Relationship:** Employee development programs cannot exist without a culture that supports them. Any effective program must have strong support from people in senior management positions, and these people must also serve as positive role models to subordinates (Zenger, Ulrich, Smallwood, 2000).

**2.1.2.9 Compensation:** Creating a compensation structure that supports an employee development program is a distinct challenge for companies. Many organizations claim to base pay raises on performance, but that is not actually the case. Some companies try to emphasize a team environment, but continue to reward people for individual achievement (Feldman, 2000).

**2.1.2.10 Organizational Commitment:** Steers (1977) suggest that the more committed an employee is, the less of a desire they have to terminate from the organization. These “highly committed” employees were found to have a higher intent to remain with the company, a stronger desire to attend work, and a more positive attitude about their employment retention.

**2.1.2.11 Communication:** Studies have indicated that effective communications improve employee identification with their agency and build openness and trust culture. Increasingly, organizations provide information on values, mission, strategies, competitive performance, and changes that may affect employees enthuse (Gopinath and Becker 2000; Levine 1995)..

**2.1.2.12 Employee Motivation:** Management theory and practice has traditionally focused on extrinsic motivators. While these are powerful motivators, by themselves they are no longer enough—intrinsic rewards are essential to employees in today’s environment (Thomas, 2000).

## **2.2 RESEARCH GAP**

Organizational climate prevails in all sectors but no researchers touched the study about why employees leave in the organization prevailing in windmill sector. As Wind Energy Technology has becoming one of the most emerging renewable source of generating the electricity, organization need to give best organizational climate to the employees to retain them in order to give greater productivity and profit for the organization by emerging suitable HR trends in the windmill sector.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1. TYPE OF DESIGN**

##### **3.1.1 Research Definition:**

Research is an organized, systematic database, critical, objective, scientific enquiry or investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it. In essence, research provided the needed information that guides managers to make informed decisions to successfully deal with problems

##### **3.1.2 Research Methodology:**

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically.

The methodology followed was descriptive research which includes survey and fact finding techniques the main purpose of description of state of affairs as it exists at present.

##### **3.1.3 Research Design:**

This requires proper planning; a research needs a plan before study to save time and resources. A research design indicates a plan of action to be carried out in connection with the proposed research work.

It provide a guidelines for the research to enable him to keep track of his action and to know that he is moving in the right direction gives a specific presentation of various steps in the process of research. Thus the research is formulated.

### **3.1.4 Descriptive Research:**

Descriptive research includes survey and fact finding enquires of different kinds. The major purpose of descriptive research is the description of the state of affairs as it exists at present. The main characteristic of this method is that the researcher has no control over the variables he can only report what has happened or what is happening.

Descriptive research method will be applicable to existing method will be applicable to existing problem. A survey research has been conducted where by the information has been gathered from respondent by administering questionnaires through a direct interview, in this project descriptive research was followed because the survey is based on present scenario.

### **3.2 TARGET RESPONDENTS**

The target respondents are the employees of various windmill companies like SUZLON, VESTAS, REGEN, MICON, KENERSYS, WINWIND with 120 samples.

### **3.3 LIMITATIONS**

- ✓ The time bound is the major limitation in research projects Opinions of Employees may be biased at a time
- ✓ The attitude of the respondent is the major limiting factor for gathering the information.

### **3.4 SAMPLING**

In simple words, a process of selection of sample is called sampling.

#### **Size of the Sample:**

This refers to the number of items to be selected from the universe to constitute a sampling. An optimum sample is one which fulfils the requirements of efficiency, representative senses, reliability and flexibility.

The sample size is 120

### **3.4.1 SAMPLING TECHNIQUES**

The way to determine who comprises the sample depends on a number of factors, such as the availability of and access to the individuals in the representative group, the availability of resources to use in the technical expertise of those involved in the data collection.

There are two major types. They are

1. Probability Sampling.
2. Non-Probability Sampling.

#### **Stratified Sampling:**

If a population from which a sample is to be drawn does not constitute a homogeneous group, stratified sampling technique is generally applied in order to obtain a representative sample under stratified sampling the population is divided into several sub- population that are individually more homogeneous than the total population (the different sub-populations are called strata) and then we select items from each stratum to constitute a sample since each stratum is more homogeneous than the total population, we are able to get more precise estimation for each stratum and by estimating more accurately each of the components parts, we get a better estimate of the whole.

### **3.5 DATA PROCESSING**

The research can be done by two major types they are:

1. Primary Data Collection.
2. Secondary Data Collection.

#### **3.5.1 PRIMARY DATA:**

Since secondary data are scarcely available study has been done with primary data. The primary data are supplemented with views obtained from respondents in support of Questionnaires.

Primary data are obtained either through observation or through direct communication with respondents in one form or another or through personal interview.

### **3.5.1.1 QUESTIONNAIRE**

Questionnaires are an inexpensive way to gather data from a potentially large number of respondents. Often they are the only feasible way to reach a number of reviewers large enough to allow statistically analysis of the results. A well-designed questionnaire that is used effectively can gather information on both the overall performance of the test system as well as information on specific components of the system. If the questionnaire includes demographic questions on the participants, they can be used to correlate performance and satisfaction with the test system among different groups of users.

#### **3.5.1.1.1 DEVELOPMENT OF QUESTIONNAIRE**

The type of questions used by the researches is non-disguised structured questionnaire which consists of questions like open ended, close ended, multiple choices and dichotomous.

#### **TYPES OF QUESTIONS**

##### **OPEN – ENDED QUESTION:**

Open ended questions are the types of questions are the type of questions used to get suggestions from the respondents in order to give feed back to the organisation.

##### **CLOSE – ENDED QUESTION:**

Close ended questions are the type of questions with a clear delineated set of alternatives that confines the respondent to choose one of them.

##### **MULTIPLE CHOICE:**

Multiple choice questions are the type of questions which consists of multiple choices for the respondent to choose one of them.

## DICHOTOMOUS QUESTION:

There will be two answers out of which the respondent has to choose one.

## RANKING:

There will be a five option out of which respondent as to rank them.

## 3.6. TOOL FOR ANALYSIS

### 1. Chart:

Bar chart and Pie charts are used for analysis to get a clear idea about the tabulation data.

### 2. Percentage Analysis:

Shows the entire population in terms of % it reveals the number of people belonging in a particular category or the number of people preferring a particular thing etc, in terms of % in this study the number of people who responded in a particular manner is interpreted in the form of %.

$$\text{Percentage} = \frac{\text{NumberOf Respondents}}{\text{Total Respondents}} \times 100$$

### 3. Weighted average method:

In the case of data involving rating scale and ranking the weighted average making used. In this method, the net scores for each attribute are calculated and analysis can be done as the basic of the net score in % obtained the formula is given.

$$\text{WeightedAverage} = \frac{\sum (\text{WeightedForColumn} * \text{NumberOf Respondents})}{\text{TotalWeight}}$$

#### **4. Interval Estimation:**

In interval estimation the interval estimate is a range of value used to estimate the population parameter. It means obtaining an interval in which the parameter is to be estimated is expected to lie between the values.

$$\bar{P} = p \mp Z_{\alpha/2} (\text{Standard Error}) = p \mp Z_{\alpha/2} \sqrt{\frac{pq}{n}}$$

#### **5. Chi- Square Test Analysis:**

The square of a standard normal variate is known as Chi-Square variate with 1 degree of freedom. The chi-square tests a fairly simple and definitely the most popular of all the other tool, the chi-square test is most widely used non-parametric tests in statistics. It makes no assumption about being sampled. The quality chi-square describes the magnitude of discrepancy between theory and observation.

$$\chi^2 = \frac{\sum (O_i - E_i)^2}{E_i} \quad \text{Where,}$$

$O_i$  = Observed frequency.

$E_i$  = Expected Frequency.

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

Analysis is the process of placing the data in the ordered form, combining them with the existing information and extracting the meaning from them. The data have been represented graphically using “Pie charts” and “Bar Charts” to facilitate clarity and ease of understanding.

Interpretation is the process of relating various bits of information to other existing information. Interpretation attempts to answer “what relationship exists between the findings to the research objectives and hypothesis framed for the study in the beginning”

#### 4.1 TABLE SHOWING RESPONSES TO AGE LEVEL

S. No:	Options	No. of Respondents	Percentage
1	Below 21	31	26
2	21 – 34	42	35
3	35 – 44	29	24
4	45 – 54	15	12
5	Above 55	3	3
Total		120	100

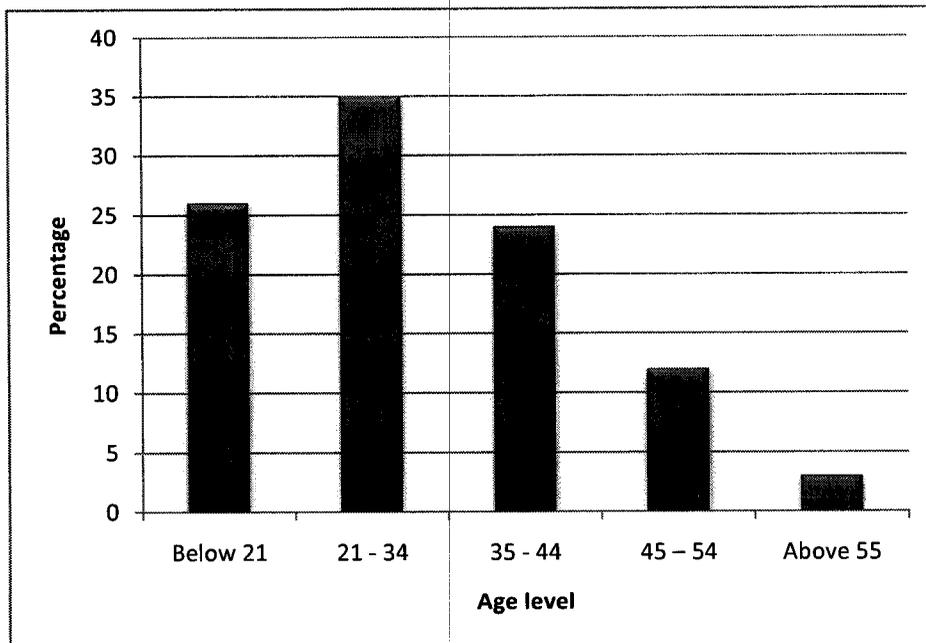
## FINDINGS

The above table reveals the fact that 26% of the respondents belong to the category of Below 21 years of age and 35% belong to the category of 21-34 years of age and 24% belong to the category of 35-44 years of age and 12% belong to the category of 45-54 and the remaining 3% belong to the category of above 55 years.

## INFERENCE

It is inferred that most of the respondents are in the age group of 21 – 34.

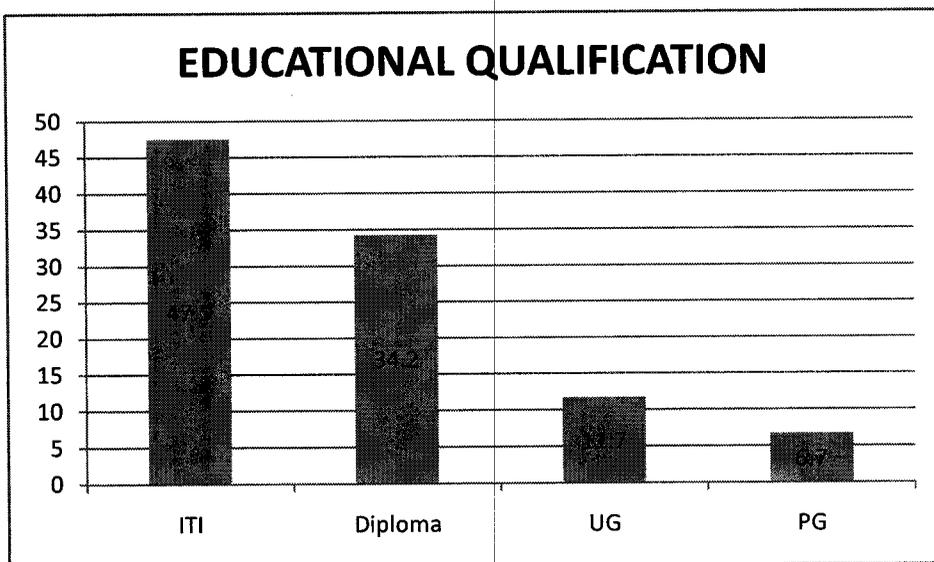
### 4.1.1 FIGURE SHOWING RESPONSES TO AGE LEVEL



**4.2.TABLE SHOWING THE EDUCATION QUALIFICATION OF THE RESPONDENTS:**

<b>Educational Qualification</b>	<b>No Of Respondents</b>	<b>Percentage</b>
ITI	57	47.5
Diploma	41	34.2
UG	14	11.7
PG	8	6.7
Total	120	100

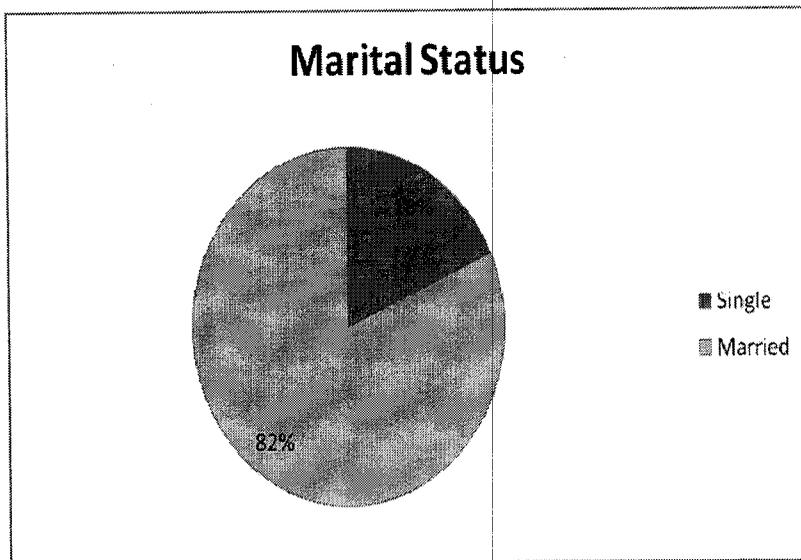
**4.2.1 FIGURE SHOWING THE EDUCATION QUALIFICATION OF THE RESPONDENTS:**



It is inferred from the above table ,47.5% of the respondents have completed ITI course,34.2% of the respondents completed Diploma,11.7% of the respondents have completed Undergraduate degree and 6.7% of the respondents completed post graduation.

**4.3 TABLE SHOWING THE MARITAL STATUS OF THE RESPONDENTS:**

<b>Marital status</b>	<b>No of Respondents</b>	<b>Percentage</b>
Single	22	18.3
Married	98	81.7
Total	120	100.0

**4.3.1 FIGURE SHOWING THE MARITAL STATUS OF THE RESPONDENTS:**

From the above table it is inferred that 18% of the respondents are single and 82% of the respondents are married.

**4.4 TABLE SHOWING THE YEAR OF EXPERIENCE OF THE RESPONDENTS:**

<b>S. No:</b>	<b>Experience</b>	<b>No. of Respondents</b>	<b>Percentage</b>
1	Less than 2 years	31	26
2	2 – 4 years	45	38
3	4 -5 years	33	27
4	Above 5 years	11	9
Total		120	100

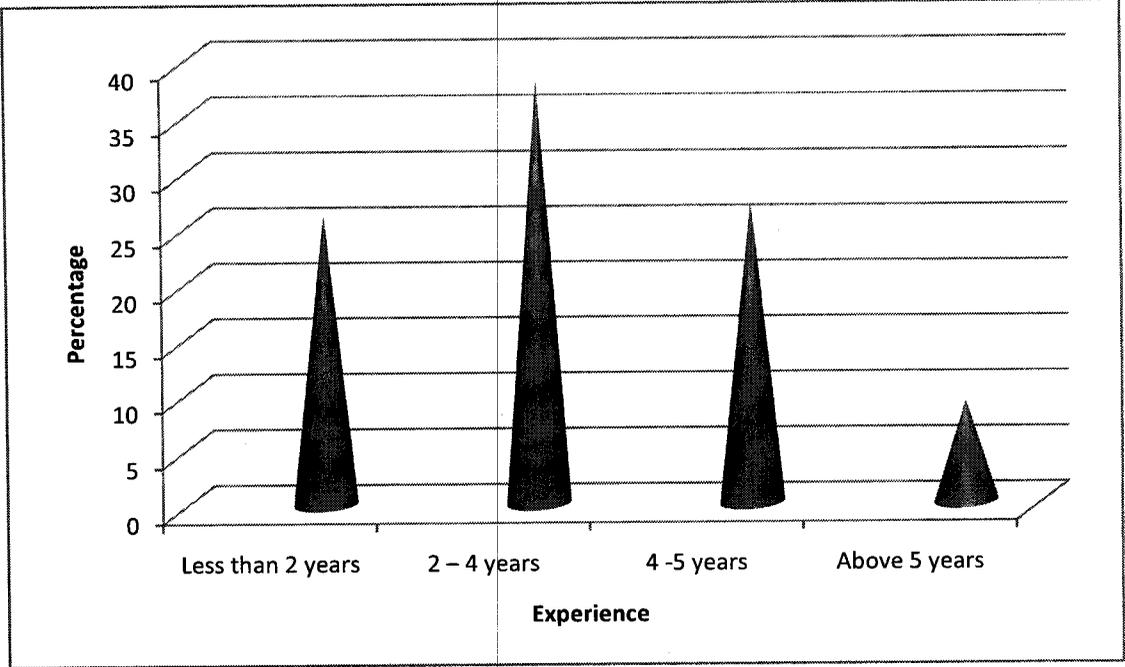
**FINDINGS**

The above table reveals the fact that 26% of the respondents having the experience of less than 2 years, 38% of them having 2-4 years, 27% of them having 4-5 years and 9% of the respondents having the experience of above 5 years.

**INFERENCE**

It is inferred that majority of the respondents are having the experience of 2 – 4 years.

**4.4.1 FIGURE SHOWING RESPONSES TO EXPERIENCE OF THE EMPLOYEES-**



**4.5 TABLE SHOWING THE LEVEL OF SATISFACTION OF THE RESPONDENTS TOWARDS THE SAFETY EQUIPMENTS PROVIDED BY ORGANIZATION:**

<b>S. No:</b>	<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage</b>
1	Highly satisfied	17	14
2	Satisfied	59	49
3	Neutral	29	24
4	Dissatisfied	7	6
5	Highly Dissatisfied	8	7
Total		120	100

**FINDINGS**

From the above table 14% of the respondents highly satisfied that all the safety equipments which are necessary for the job are provided by their company, 49% satisfied by that statement, 24% of the respondents neutral, 6% of them dissatisfied and 7% of them strong highly dissatisfied that statement.

**INFERENCE**

More than half of the respondents saying that their company provides all the safety equipments which is necessary for the job.

**CALCULATION:**

**CHI SQUARE TEST**

**Null Hypothesis:**

$H_0$ : The Company does not provide all the safety equipments.

**Alternate Hypothesis:**

$H_1$ : The Company provides all the safety equipments.

**Calculation: for chi square test:**

$$\sum f = 120:$$

$$n = 5$$

$$E_i = \sum f / n$$

$$E_i = 24$$

$O_i$	$E_i$	$(O_i - E_i)^2 / E_i$
17	24	2.04
59	24	51.04
29	24	1.04
7	24	12.04
8	24	10.67
120		76.83

$$\chi^2_{0.05 \text{ at } (5-1)4df} = 9.488$$

$$\chi^2_{0.05 \text{ calculated value}} = 76.83$$

$$\chi^2_{0.05 \text{ cal}} > \chi^2_{0.05 \text{ tab}}$$

$$76.83 > 9.488$$

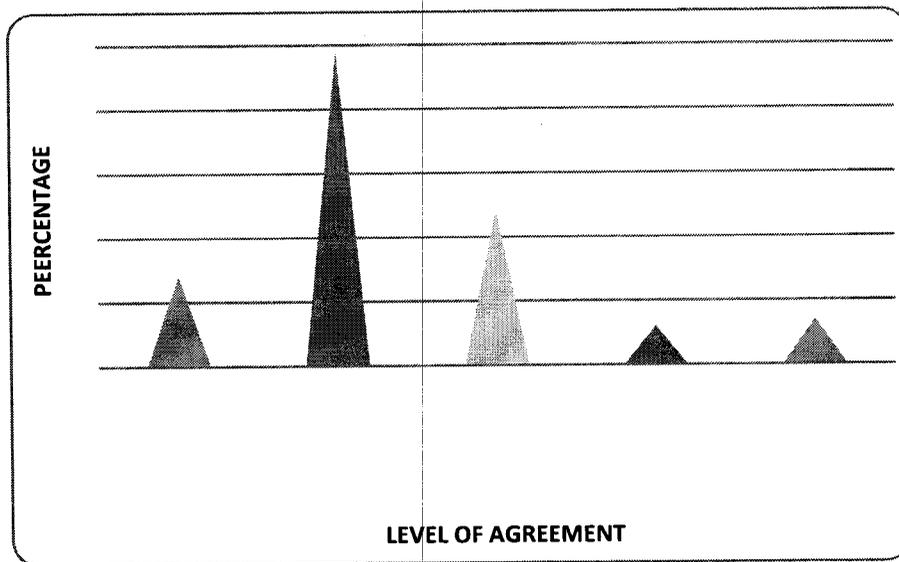
Calculated value > Tabulated value.

Hence we reject  $H_0$

**Conclusion:**

The company provides all the safety equipments which are necessary for their work.

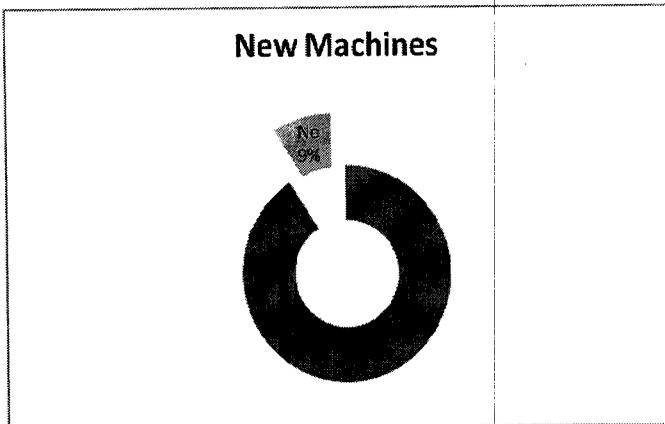
**4.5.1 FIGURE SHOWING RESPONSES TO LEVEL OF AGREEMENT ABOUT THE SAFETY EQUIPMENTS PROVIDED BY THE COMPANY**



**4.6. TABLE SHOWING THE RESPONDENTS OPINION ABOUT THE TRAINING FOR OPERATING NEW MACHINES:**

Scale /Opinion	No Of Respondents	Percentage
Yes	109	90.8
No	11	9.2
Total	120	100

**4.6.1 FIGURE SHOWING THE RESPONDENTS OPINION ABOUT THE TRAINING FOR OPERATING NEW MACHINES:**

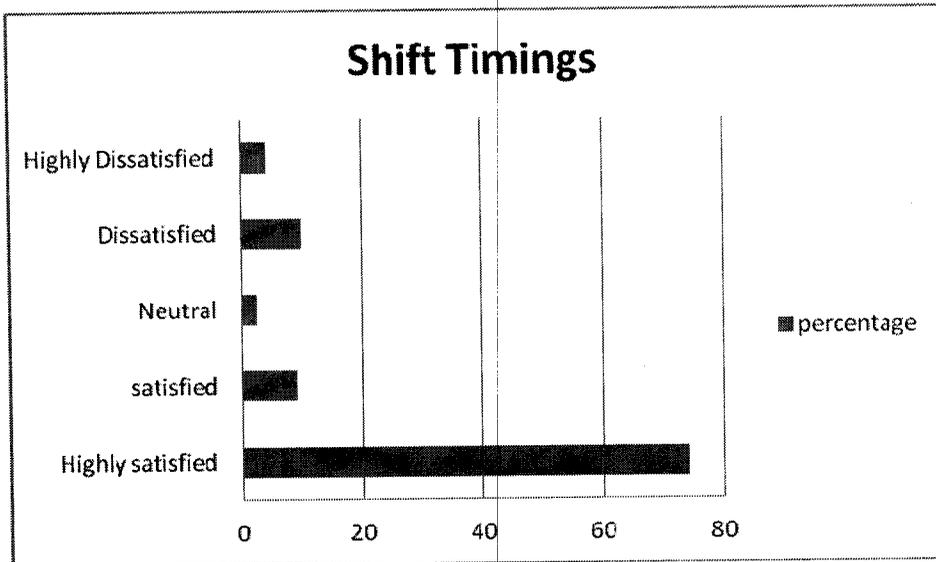


From the above table it is inferred that the 91% of the respondents are saying that there is sufficient training is provided for operating the new machines and 9% of the respondents are saying that there is no sufficient training is provided for operating new machines.

**4.7. TABLE SHOWING THE LEVEL OF SATISFACTION OF RESPONDENTS TOWARDS THE SHIFT TIMINGS:**

<b>Scale /Opinion</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Highly Satisfied	89	74.2
Satisfied	11	9.2
Neutral	3	2.5
Dissatisfied	12	10.0
Highly Dissatisfied	5	4.2
<b>Total</b>	<b>120</b>	<b>100</b>

**4.7.1 FIGURE SHOWING THE LEVEL OF SATISFACTION OF RESPONDENTS TOWARDS THE SHIFT TIMINGS:**



From the above table it is inferred that 74.2% of the respondents are highly satisfied with the shift timings, 9.2% of the respondents are satisfied, 2.5% of the respondents are neither satisfied nor dissatisfied, 10% of the respondents are Dissatisfied, 4.2% of the respondents are Highly Dissatisfied with the shift timings.

**4.8. TABLE SHOWING RESPONSES TO EXPRESSION OF EMPLOYEES VIEWS AND SUGGESTIONS IN DECISION MAKING PROCESS**

S. No:	Options	No. of Respondents	Percentage
1	Yes	29	24
2	No	91	76
Total		120	100

## FINDINGS

From the above table 24% of the respondents saying that the company pays careful attention to their views and suggestions in decision making process and 76% saying that the company did not pay careful attention to their views and suggestions in decision making process.

## INFERENCE

It is inferred that most of the respondents saying that the company management did not pays careful attention to their views and suggestions in decision making process.

## CALCULATION:

### INTERVAL ESTIMATION

$$n=120$$

$$Z_{\alpha/2} = 1.96 \quad (\text{at } 95\% \text{ Confidence Level})$$

$$p = (\text{Number of Yes} / \text{Sample size})$$

$$p = (29/120) \quad p = 0.24$$

$$q = (1-p) \quad \text{or} \quad q = (91/120) \quad q = 0.76$$

$$\text{Standard Error} = \sqrt{(pq/n)}$$

$$\text{Std error} \quad 0.0389871$$

$$\text{Interval Estimation: } P \pm (Z_{\alpha/2} * \text{Std Error})$$

$$P - (Z_{\alpha/2} * \text{Std Error}) \quad 0.1635853$$

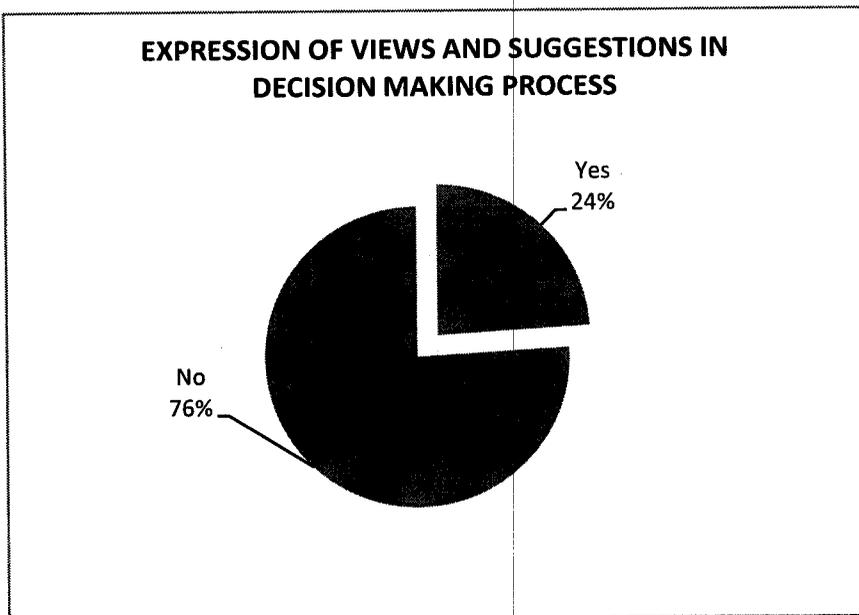
$$P + (Z_{\alpha/2} * \text{Std Error}) \quad 0.3164147$$

$$0.1635853 < P < 0.3164147$$

## Conclusion

At 95% confidence level, the expression of views and suggestions in decision making process lies between 16.35% and 31.64%.

### 4.8.1 FIGURE SHOWING EXPRESSION OF EMPLOYEES VIEWS AND SUGGESTIONS IN DECISION MAKING PROCESS



## FINDINGS

From the above table 60% of the respondents saying that the management pays careful attention to their ideas about the work and the remaining 40% says that the management did not pay careful attention to their ideas.

## INFERENCE

It is inferred that more than half of the respondents saying that the management pays careful attention to their ideas about the work.

### 4.9. TABLE SHOWING RESPONSES TO EXPRESSION OF IDEAS ABOUT THE WORK

S. No:	Options	No. of Respondents	Percentage
1	Yes	72	60
2	No	48	40
Total		120	100

### CALCULATION:

#### INTERVAL ESTIMATION

$$n=120$$

$$Z_{\alpha/2} = 1.96 \quad (\text{at } 95\% \text{ Confidence Level})$$

$$p = (\text{Number of Yes} / \text{Sample size}) \quad p = (72/120) \quad p = 0.6$$

$$q = (1-p) \quad \text{or} \quad q = (48/120) \quad q = 0.4$$

$$\text{Standard Error} = \sqrt{(pq/n)}$$

$$\text{Standard error} = 0.0447213$$

Interval Estimation:  $P \pm (Z\alpha/2 * \text{Std Error})$

$P - (Z\alpha/2 * \text{Std Error})$       0.5123463

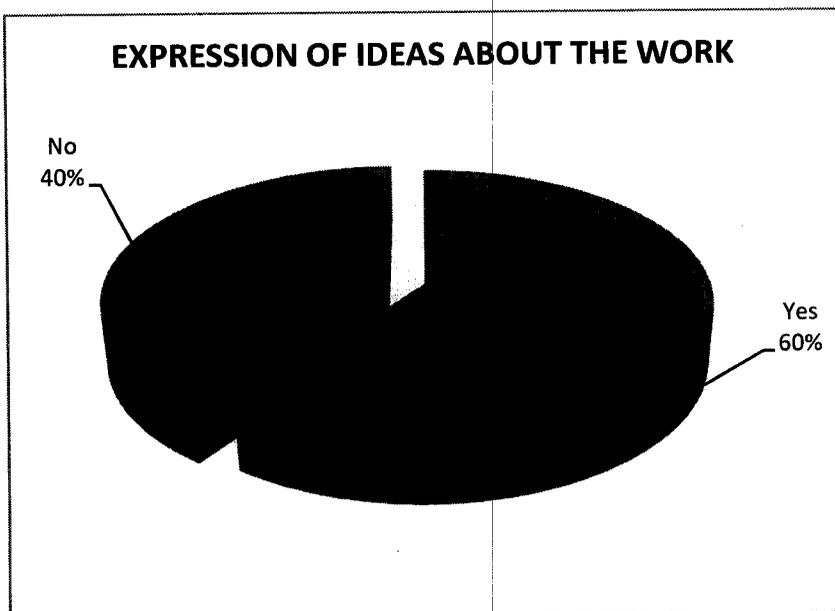
$P + (Z\alpha/2 * \text{Std Error})$       0.6876537

0.5123463      <      P      <      0.6876537

### Conclusion

At 95% confidence level, the expression of ideas about the work lies between 51.23% and 68.76%.

### 4.9.1 FIGURE SHOWING RESPONSES TO EXPRESSION OF IDEAS ABOUT THE WORK



### FINDINGS:

From the above table it is observed that 72 number of respondents express their ideas about their work and 48 number of respondents not expressing their ideas in their work.

**INFERENCE:**

It is inferred that more number of respondents was satisfied in their expression of ideas about their work in the organization.

**4.10. TABLE SHOWING RESPONSES TO NATURE OF RELATIONSHIP WITH OTHER WORKERS**

S. No:	Options	No. of Respondents	Percentage
1	Friendly	47	39
2	Benevolent	31	26
3	Formal	36	30
4	Informal	4	3
5	Strict	2	2
Total		120	100

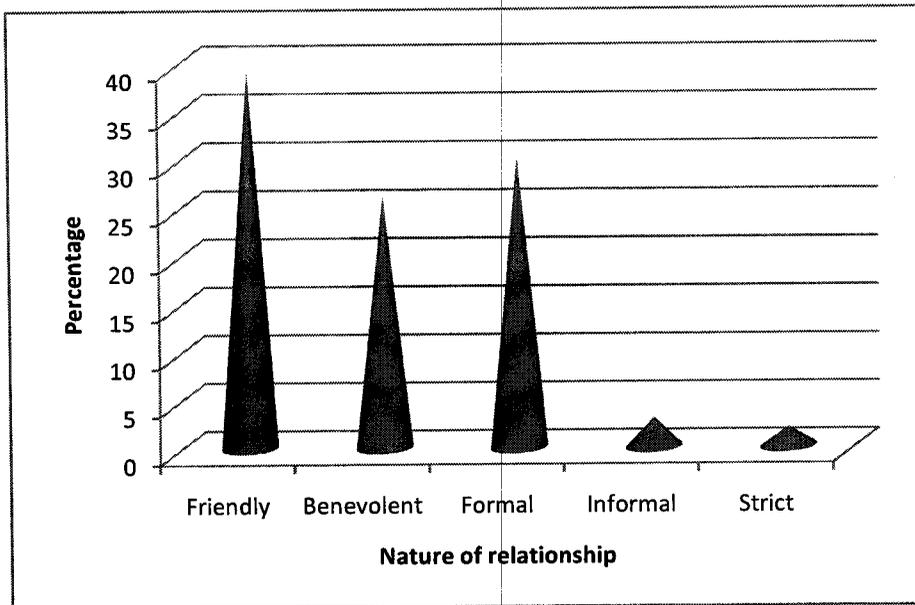
**FINDINGS**

The above table reveals that 39% of the respondents having friendly relationship with the other workers, 26% of them having benevolent, 30% of them having formal, 3% having informal and remaining 2% of them having strict relationship with other workers.

**INFERENCE**

It is inferred that majority of the respondents having friendly relationship with other workers.

#### 4.10.1 FIGURE SHOWING RESPONSE TO NATURE OF RELATIONSHIP WITH OTHER WORKERS



#### 4.11.1 TABLE SHOWING RESPONSES ON ATTENDING INFORMAL MEETINGS IN THE ORGANIZATION:

S. No:	Options	No. of Respondents	Percentage
1	Yes	98	82
2	No	22	18
Total		120	100

## **FINDINGS**

From the above table 82% of the respondents saying that there are friendly and informal groups in the organization and the remaining 18% saying that they don't have such a kind of groups.

## **INFERENCE**

It is inferred that majority of the respondents having friendly and informal groups in their organization.

## **CALCULATION:**

### **INTERVAL ESTIMATION**

$$n=120$$

$$Z_{\alpha/2} = 1.96 \quad (\text{at } 95\% \text{ Confidence Level})$$

$$p = (\text{Number of Yes} / \text{Sample size})$$

$$p = (98/120) \quad p = 0.82$$

$$q = (1-p) \quad q = 1-0.82 \quad q = 0.18$$

$$\text{Standard Error} = \sqrt{(pq/n)}$$

$$\text{Std error} = 0.035$$

$$\text{Interval Estimation: } P \pm (Z_{\alpha/2} * \text{Std Error})$$

$$P - (Z_{\alpha/2} * \text{Std Error}) \quad 0.785$$

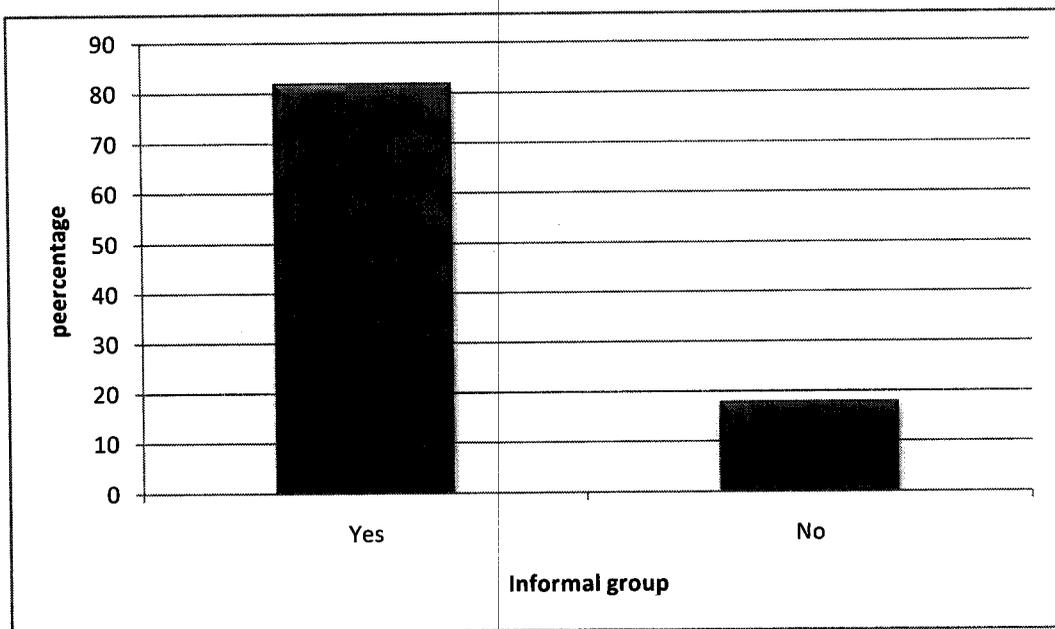
$$P + (Z_{\alpha/2} * \text{Std Error}) \quad 0.855$$

$$0.785 < P < 0.855$$

## Conclusion

At the 95% confidence level, friendly and informal group within the organization lies between 78.5% and 85.5%.

### 4.11.1.1 FIGURE SHOWING RESPONSES ON ATTENDING INFORMAL MEETINGS IN THE ORGANIZATION-



### 4.11.2 TABLE SHOWING RESPONSES TO MEETING OF THE INFORMAL GROUP IN THE ORGANIZATION

S. No:	Options	No. of Respondents	Percentage
1	Canteen	69	70
2	Workplace itself	22	23
3	Others	7	7
Total		98	100

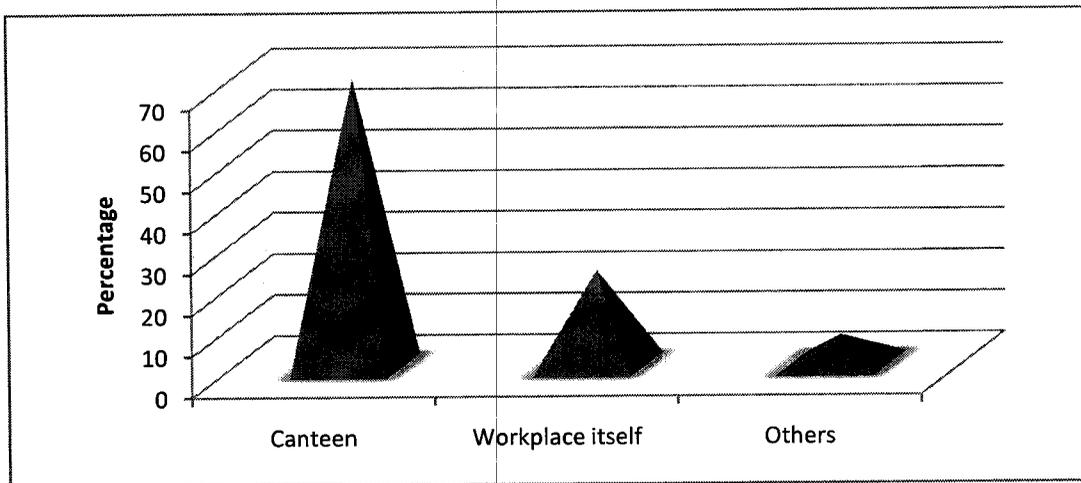
## FINDINGS

From the above table 70% of the informal groups meet in canteen, 23% of them meet in workplace itself and the remaining 7% of them meet in other places like rest room, bus stand etc.

## INFERENCE

It is inferred that most of the informal groups meet in canteen when they having their lunch.

### 4.11.2.1 FIGURE SHOWING RESPONSE TO MEETING OF THE INFORMAL GROUP IN THE ORGANIZATION:



### 4.12. TABLE SHOWING THE CONTENTS OF RECOGNITION GIVEN TO THE EMPLOYEES-

S. No:	Options	No. of Respondents	Percentage
1	Yes	72	60
2	No	48	40
Total		120	100

## FINDINGS

From the above table 60% of the respondents saying that the COMPANY provides recognition to the employees about the work and the remaining 40% says that the company did not pay careful attention to recognition.

## INFERENCE

It is inferred that more than half of the respondents saying that the company provides suitable recognition to the employees about the work.

## CALCULATION:

### INTERVAL ESTIMATION

$$n=120$$

$$Z_{\alpha/2} = 1.96 \quad (\text{at } 95\% \text{ Confidence Level})$$

$$p = (\text{Number of Yes} / \text{Sample size}) \quad p = (72/120) \quad p = 0.6$$

$$q = (1-p) \quad \text{or} \quad q = (48/120) \quad q = 0.4$$

$$\text{Standard Error} = \sqrt{(pq/n)}$$

$$\text{Standard error} = 0.0447213$$

$$\text{Interval Estimation: } P \pm (Z_{\alpha/2} * \text{Std Error})$$

$$P - (Z_{\alpha/2} * \text{Std Error}) \quad 0.5123463$$

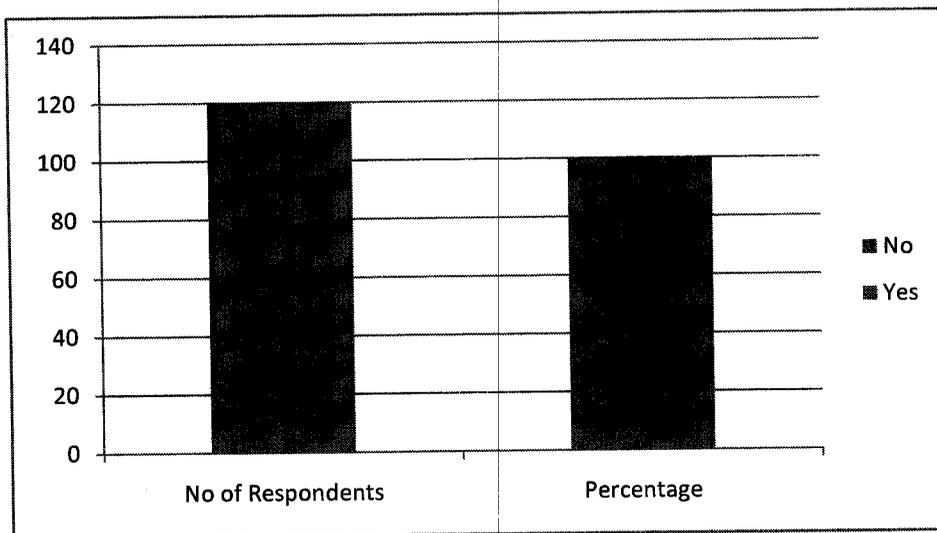
$$P + (Z_{\alpha/2} * \text{Std Error}) \quad 0.6876537$$

$$0.5123463 < P < 0.6876537$$

## Conclusion

At 95% confidence level, the expression of ideas about the work lies between 51.23% and 68.76%.

### 4.12.1 FIGURE SHOWING CONTENTS OF GIVING RECOGNITION TO THE EMPLOYEES



### 4.13. TABLE SHOWING RESPONSES TO APPRECIATION OF EMPLOYEE'S WORK

S. No:	Options	No. of Respondents	Percentage
1	Co-workers	48	40
2	Supervisor	21	18
3	Manager of higher authority	14	12
4	No one	37	30
Total		120	100

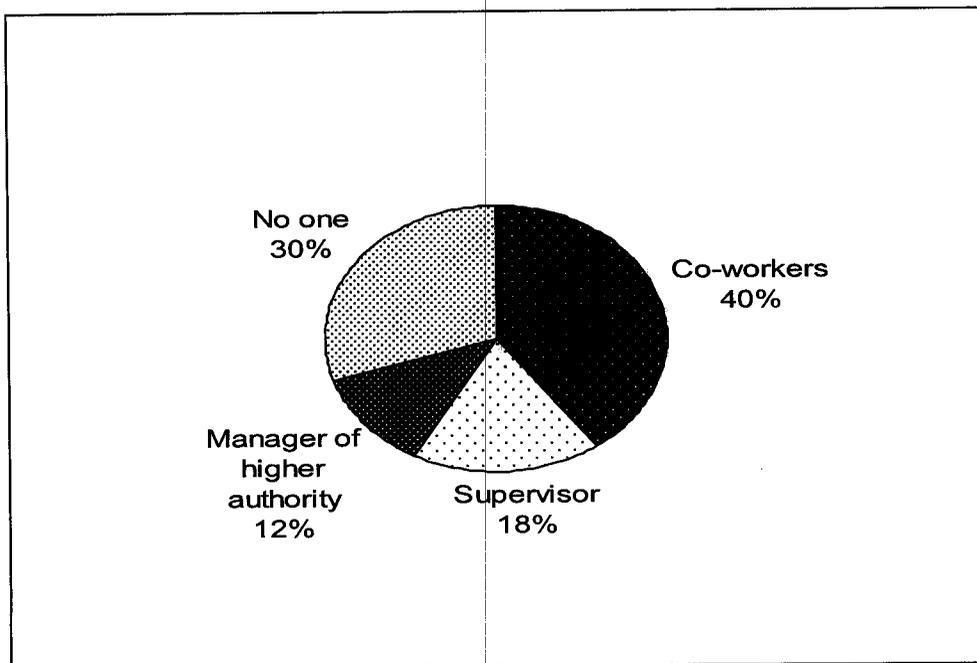
## FINDINGS

From the above table 40% of the respondents saying that co-workers appreciating their performance, 18% of them saying that supervisor appreciating, 12% of them saying that manager or higher authority appreciating and the remaining 30% of them saying that no one appreciating their performance.

## INFERENCE

It is inferred that majority of the respondents saying that co-workers appreciating their performance.

### 4.13.1 FIGURE SHOWING RESPONSES TO APPRECIATION OF EMPLOYEE'S WORK



**4.14. TABLE SHOWING RESPONSES TO KIND OF REWARDS PROVIDED IN THE ORGANIZATION**

<b>S. No:</b>	<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage</b>
1	Monetary	52	43
2	Non-Monetary	29	24
3	Both	39	33
Total		120	100

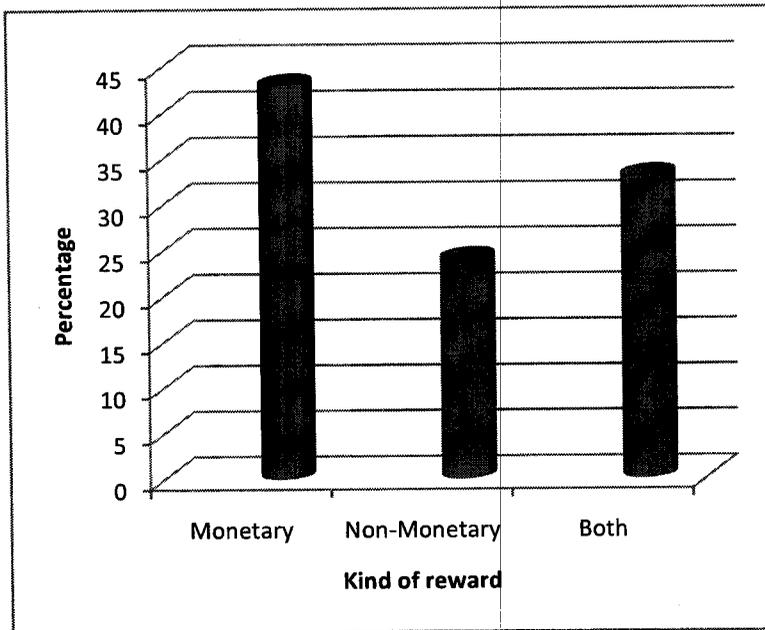
**FINDINGS**

From the above table 43% of the respondents saying that the company gives monetary rewards to the employees, 24% of them saying non-monetary and the remaining 33% of them says that the company gives both monetary and non-monetary rewards.

**INFERENCE**

It is inferred that most of the respondents saying that the company gives more monetary rewards.

#### 4.14.1 FIGURE SHOWING RESPONSES TO KIND OF REWARDS PROVIDED IN THE ORGANIZATION



#### 4.15. TABLE SHOWING RESPONSES TO SPECIFICATION OF REWARDS PROVIDED BY THE ORGANIZATION

S. No:	Options	No. of Respondents	Percentage
1	Incentives	61	51
2	Promotions	43	36
3	Gifts	12	10
4	Others	4	3
Total		120	100

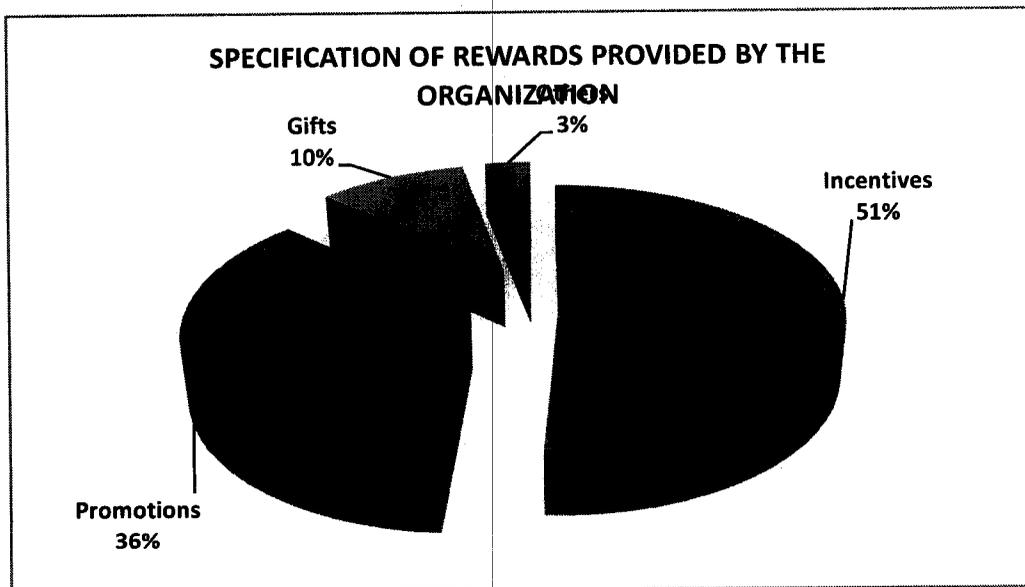
## FINDINGS

From the above table 51% of the respondents saying that the company gives incentives as monetary rewards, 36% of them saying that the company gives promotions as non-monetary rewards, 10% of them saying that the company gives gifts and the remaining 3% of them saying the company provides other kind of rewards.

## INFERENCE

It is inferred that more than half of the respondents saying that the company provide incentives as monetary rewards.

### 4.15.1 FIGURE SHOWING RESPONSES TO SPECIFICATION OF REWARDS PROVIDED BY THE ORGANIZATION:



**4.16. TABLE SHOWING RESPOSES TO APPROPRIATE CARREER OPPORTUNITIES IN THE ORGANIZATION**

<b>S. No:</b>	<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage</b>
1	Yes	63	53
2	No	36	30
3	Don't awareness of that	21	17
Total		120	100

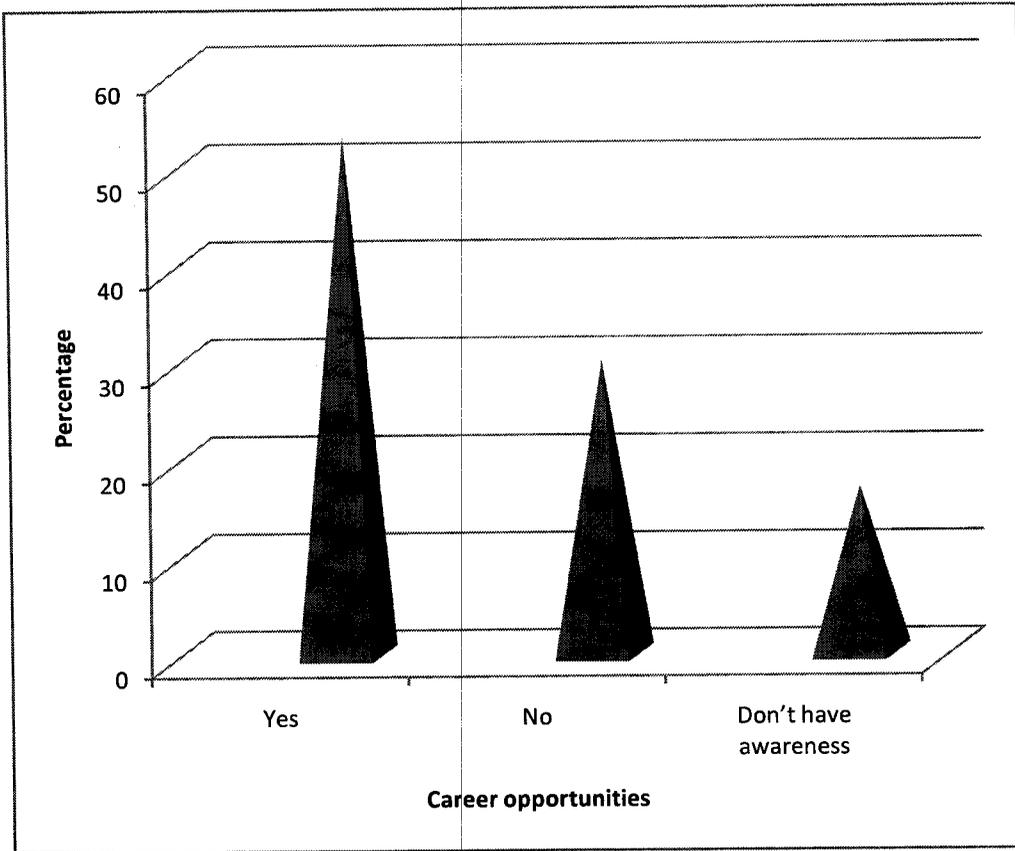
**FINDINGS**

From the above table 53% of the respondents saying that there are appropriate career opportunities in the organization, 30% of them saying that there are no appropriate career opportunities and the remaining 17% of them saying that they don't have awareness about the career opportunities.

**INFERENCE**

It is inferred that more than half of the respondents saying that there are appropriate career opportunities in the organization.

**4.16.1 FIGURE SHOWING RESPOSES TO APPROPRIATE CAREER OPPORTUNITIES IN THE ORGANIZATION**



:

**4.17. TABLE SHOWING RESPONSES TO THE RANKING OF THE FACTORS WHICH CREATES A POSITIVE ORGANIZATIONAL CLIMATE:**

S.No:	Factors	Ranks					Total
		R <sub>1</sub>	R <sub>2</sub>	R <sub>3</sub>	R <sub>4</sub>	R <sub>5</sub>	
A	Organizational flexibility	16	12	20	33	39	120
B	Appreciation and recognition	19	21	25	27	28	120
C	Concern for employee well-being	47	32	23	10	8	120
D	Involvement and Empowerment	15	19	22	31	33	120
E	Effective communication	23	36	30	19	12	120

**CALCULATION: WEIGHTED AVERAGE METHOD**

Rank	1	2	3	4	5
Weights	5	4	3	2	1

$$\text{WeightedAverage} = \frac{\sum (\text{WeightedForColumn} * \text{NumberOf Respondents})}{\text{TotalWeight}}$$

$$\text{Total Weight} = 5 + 4 + 3 + 2 + 1 = 15$$

#### 4.17.1 TABLE SHOWING THE WEIGHTED AVERAGE

Factors	1	2	3	4	5	Total	Average	Rank
Organizational flexibility	80	48	60	66	39	293	19.533	5
Appreciation and recognition	95	84	75	54	28	336	22.4	3
Concern for employee well-being	235	128	69	20	8	460	30.666	1
Involvement and Empowerment	75	76	66	62	33	312	20.8	4
Effective communication	115	144	90	38	12	399	26.6	2

Sl.No.	Factors	Rank
1	Organizational flexibility	5
2	Appreciation and recognition	3
3	Concern for employee well-being	1
4	Involvement and Empowerment	4
5	Effective communication	2

**FINDINGS**

From the above table Concern for employee well-being place 1<sup>st</sup> rank, Effective communication place 2<sup>nd</sup> rank, Appreciation and recognition place 3<sup>rd</sup> rank, Involvement and Empowerment place 4<sup>th</sup> rank, organizational flexibility place 5<sup>th</sup> rank.

**INFERENCES**

It is inferred that Concern for employee well-being is very much important in order to create a positive organizational climate.

## CHAPTER 5

### CONCLUSION

After the analysis and interpretation of the data, the following conclusion is drawn from the study.

#### 5.1 SUMMARY OF FINDINGS

- ✓ It is found that most of the respondents are in the age group of 21 - 34.
- ✓ It is found that most of the respondents are ITI qualified employees.
- ✓ It is found that majority of the respondents are married.
- ✓ It is found that majority of the respondents are having the experience of 2 – 4 years.
- ✓ It is found that more than half of the respondents agree that the company provide all the safety equipments which are necessary for their work.
- ✓ It is found that most of the respondents agree that they are taking training for operating new machines.
- ✓ It is found that most of the respondents were highly satisfied with the shift timings of their work.
- ✓ It is found that the management pays careful attention to the employee's ideas about the work.
- ✓ It is found that the company did not pay careful attention to the employee's views and suggestions in decision making process.
- ✓ It is found that majority of the respondents having friendly and informal groups in the organization.
- ✓ It is found that most of the informal groups meet in canteen when they having their lunch.
- ✓ It is found that majority of the respondents having friendly relationship with other workers.

- ✓ It is found that the company is concentrating on the recognition to the employees for their work.
- ✓ It is found that the company provides more monetary rewards.
- ✓ It is found that the company provides incentives as monetary rewards rather than other monetary rewards.
- ✓ It is found that the co-workers only appreciating their performance.
- ✓ It is found that more than half of the respondents accepting that there are appropriate career opportunities in the organization.
- ✓ It is found that Concern for employee well-being is very much important in order to create a positive organizational climate.

## **5.2 SUGGESTIONS AND RECOMMENDATIONS**

- ✓ Some of the respondents are not satisfied with the current working environment of the organization. Hence the company has to improve the quality of working environment.
- ✓ Majority of the respondents saying that the company did not pay attention to their views and suggestions in decision making process. Hence the company has to increase the participation of employees in decision making process.  
Building a participative culture helps the organization in decision making process.  
Brain-storming is another method of pro-actively seeking the participation of employees in decision making process.
- ✓ Organizational flexibility place 5<sup>th</sup> rank and Involvement and empowerment place 4<sup>th</sup> rank, so the company has to improve these things in order to create a positive organizational climate.  
Friendly approach of the organization with the employees helps to improve the organizational flexibility and the involvement of the employees.
- ✓ The company has to increase the monetary rewards in order improve the performance of the employees.

- ✓ The majority of the respondents saying that their supervisors do not appreciate their performance, so the supervisors have to appreciate the performance of the employees.
- ✓ Some of the respondents saying that they don't have any awareness about their career opportunities within the organization, so the company has to create awareness about the career opportunities within the organization among the employees.

Conduct awareness programmes about the organizational structure to the employees.

### **5.3 CONCLUSION**

A study on organizational climate prevailing in windmill sector companies was conducted. Some of the organization has to increase the quality of working environment for the better results. The management of some of the organizations has to hear the voice of the employees when taking decisions. From the analysis we found that the employee's well-being is much more important for a good organizational climate, so the company has to concentrate on the employee's well-being. The supervisors have to appreciate the performance of the employees in order to get the long term results from the employees. The organization has to conduct awareness programmes about the organizational structure. The employees are not ready to continue their career with their organization, so the company has to understand the needs of the employees and fulfil the same in order to retain the employees for a long term, because the experienced employees are the assets of one company.

Climate surveys are studies of employees' perceptions and perspectives of an organization. The surveys address attitudes and concerns that help the organization work with employees to instill positive changes.

### **5.3 DIRECTIONS FOR FUTURE RESEARCH**

The future research could be directed in terms of providing and allowing the best organizational climate to the employees by getting their appropriate feedbacks, ideas and suggestions in order to retain them since windmill sector will become one of the most reliable renewable energy sector producing electricity with their advanced trends in technology.

## APPENDIXES

### A STUDY ON ORGANIZATIONAL CLIMATE AND EMPLOYEE RETENTION IN WINDMILL COMPANIES

#### Questionnaires

- Name(optional) :
- Age :  
 Below 21    21-34    35-44    45-54    Above 55
- Educational Qualification :  
 ITI    Diploma    UG    PG
- Marital Status :    Single    Married
- Years Of Experience :  
 Less than 2 yrs    2-4    4-5    Above 5 yrs
- Whether you satisfied with Safety equipments provided by the organization?  
 Highly Satisfied    Satisfied    Neutral    Dissatisfied    Highly Dissatisfied
- Whether you satisfied with training for handling/operating new machines?  
 Yes    No
- Whether you are flexible with Shift timings in the workplace ?  
 Highly Satisfied    Satisfied    Neutral    Dissatisfied    Highly Dissatisfied

- Are you free to express your views and suggestions in decision making process?  
( ) Yes ( ) No
- Are you free to express your ideas about the work?  
( ) Yes ( ) No
- What is your interpersonal relationship with other workers?  
( ) Friendly ( ) Benevolent ( ) Formal ( ) Informal ( ) Strict
- Do you have the nature of attending informal meetings in the organization?  
( ) Yes If yes Please specify where ( ) Canteen ( ) Workplace itself  
( ) Others  
( ) No
- What is your opinion which creates a positive organizational climate to retain in the company?

<b>Factors</b>	<b>Rank</b>
Organizational flexibility	
Appreciation and recognition	
Concern for employee well-being	
Involvement and Empowerment	
Effective communication	

- Does your organization provides recognition to you? ( ) Yes ( ) No

- Who will appreciate your work ?

Co-workers  Supervisor  Manager  None

- What kind of Rewards you are expecting from the organization?

Monetary  Non-Monetary

- Specify the rewards provided by your organization ?

Incentives  Promotions  Gifts  Others

- Do you have appropriate career opportunities in your organization?

Yes  No  No Awareness about that

- Suggestions if any , Please Specify:

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Thank you

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