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# Organisational Culture And Its Impact On Employee's Performance

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## CHAPTER – I

## INTRODUCTION AND DESIGN OF THE STUDY

### 1.1 INTRODUCTION

Human resource is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce.

The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advanPaper, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labour relations, and diversity and inclusion. In startup companies, HR's duties may be performed by trained professionals. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies themselves have created programs of study dedicated explicitly to the duties of the function.

Academic and practitioner organizations likewise seek to engage and further the field of HR, as evidenced by several field-specific publications. In the current global work environment, all global companies are focused on retaining the talent and knowledge held by the workforce. All companies are focused on lowering the employee turnover and preserving knowledge. New hiring not only entails a high cost but also increases the risk of the newcomer not being able to replace the person who was working in that position before. HR departments also strive to offer benefits that will appeal to workers, thus reducing the risk of losing knowledge.

Human Resource Management is a relatively new approach to managing people in any organization. People are considered the key resource in this approach. it is concerned with the people dimension in management of an organization. Since an organization is a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities. These activities fall in the domain of human resource management.

Human Resource Management is a process, which consists of four main activities, namely, acquisition, development, motivation, as well as maintenance of human resources. Scott, Clothier and Spiegel have defined Human Resource Management as that branch of management which is responsible on a staff basis for concentrating on those aspects of operations which are primarily concerned with the relationship of management to employees and employees to employees and with the development of the individual and the group.

Human Resource Management is responsible for maintaining good human relations in the organization. It is also concerned with development of individuals and achieving integration of goals of the organization and those of the individuals. Northolt considers human resource management as an extension of general management, that of prompting and to stimulating every employee to make his fullest contribution to the purpose of a business. Human resource management is not something that could be separated from the basic managerial function. It is a major component of the broader managerial function.

**ORGANIZATIONAL CULTURE**

Organizational culture encompasses values and behaviours that "contribute to the unique social and psychological environment of an organization." According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits.

Business executive developed what he refers to as an actionable definition of organizational culture: "Organizational culture is an *emergence* – an extremely complex incalculable state that results from the combination of a few simple ingredients. In "Three Bell Curves: Business Culture Decoded" Rosauer outlines the three manageable ingredients he says guides the culture of any business.

Ingredient #1 - Employee (focus on engagement)

#2 The Work (focus on eliminating waste increasing value) waste

#3 The Customer (focus on likelihood of referral).

The purpose of the Three Bell Curves methodology is to bring leadership, their employees, the work and the customer together for focus without distraction, leading to an improvement in culture and brand. Reliance of the research and findings of Sirota Survey Intelligence, who has been gathering employee data worldwide since, the Lean Enterprise Institute, Cambridge, MA, and Fred Reichheld/Bain/Asymetrix research relating to Net PromoterScore.

Ravasi and Schultz wrote that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and, even, thinking and feeling. Thus, organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. In addition, organizational culture may affect how much employees identify with an organization.

Schein (1992), and Kotter advanced the idea that organizations often have very differing cultures as well as subcultures**.** Although a company may have its "own unique culture", in larger organizations there are sometimes co-existing or conflicting subcultures because each subculture is linked to a different management team.

## UNDERSTANDING ORGANIZATIONAL CULTURE

Would you act the same way at a rock concert as you would while watching a symphony orchestra perform? Although there are no written rules that dictate the acceptable way to act at either type of performance, the concert audience will try to make it very clear to you if your behavior does not conform to what they consider to be appropriate.

Would you dress the same way to attend a golf tournament as you would to attend a football game? Although both are sporting events, there are a set of unwritten rules that dictate what is considered to be the acceptable way to dress for each type of event, and the people in attendance will send you signals as to whether or not they think you are dressed appropriately.

At concerts, sporting events, and just about everywhere that people get together, group members convey social expectations by how they dress and act. Newcomers to the group are expected to learn what is acceptable to the group by observing the behavior and dress code of the group members and adapting to the situation accordingly.

## DEFINING ORGANIZATIONAL CULTURE

Organizational culture works a lot like this. Every company has its own unique personality, just like people do. The unique personality of an organization is referred to as its culture. In groups of people who work together, organizational culture is an invisible but powerful force that influences the behavior of the members of that group. So, how do we define organizational culture?

**Organizational culture** is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization. Let's explore what elements make up an organization's culture.

Organizational culture is composed of seven characteristics that range in priority from high to low. Every organization has a distinct value for each of these characteristics, which, when combined, defines the organization's unique culture. Members of organizations make judgments on the value their organization places on these characteristics, and then adjust their behavior to match this perceived set of values. Let's examine each of these seven characteristics.

## CHARACTERISTICS OF ORGANIZATIONAL CULTURE

The **seven characteristics of organizational culture** are:

1. **Innovation** (Risk Orientation) - Companies with cultures that place a high value on innovation encourage their employees to take risks and innovate in the performance of their jobs. Companies with cultures that place a low value on innovation expect their employees to do their jobs the same way that they have been trained to do them, without looking for ways to improve their performance.

2. **Attention to Detail** (Precision Orientation) - This characteristic of organizational culture dictates the degree to which employees are expected to be accurate in their work. A culture that places a high value on attention to detail expects their employees to perform their work with precision. A culture that places a low value on this characteristic does not.

3. **Emphasis on Outcome** (Achievement Orientation) - Companies that focus on results, but not on how the results are achieved, place a high emphasis on this value of organizational culture. A company that instructs its sales force to do whatever it takes to get sales orders has a culture that places a high value on the emphasis on outcome characteristic.

4. **Emphasis on People** (Fairness Orientation) - Companies that place a high value on this characteristic of organizational culture place a great deal of importance on how their decisions will affect the people in their organizations. For these companies, it is important to treat their employees with respect and dignity.

5. **Teamwork** (Collaboration Orientation) - Companies that organize work activities around teams instead of individuals place a high value on this characteristic of organizational culture. People who work for these types of companies tend to have a positive relationship with their coworkers and managers.

6. **Aggressiveness** (Competitive Orientation) - This characteristic of organizational culture dictates whether group members are expected to be assertive or easygoing when dealing with companies they compete with in the marketplace. Companies with an aggressive culture place a high value on competitiveness and outperforming the competition at all costs.

7. **Stability** (Rule Orientation) - A company whose culture places a high value on stability are rule-oriented, predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions.

## ELEMENTS OF CULTURE

There are five basic elements of culture: symbols, language, beliefs, values, and norms.

### Symbols

*Symbols*, strictly speaking, can be virtually anything that is meaningful for people who share a social world. In most societies, a person's manner of dress is a symbol of their social station. The Christian cross and the Islamic crescent are powerful symbols in Christian or Islamic societies. In the Navajo (Dine) culture, the circular chambers, called 'hogans', represent the female womb as a source of life and symbolize a specific maternal clan. In ancient Egypt, cats were viewed as semi-divine and harming a cat was considered treason.

### Language

*Language* is, in fact, a complex symbol system. It's considered a closed, self-referential system because you can only define a word by referencing other words. In any case, sociologists, as well as psychologists and anthropologists, strongly agree that the use of language is a very basic human trait. In fact, human societies can only exist through the sharing of symbol-systems that permit us to speak or write words. Humans use language to:

- Communicate affects (feelings)
- Express cognitions (thoughts)
- Share experiences of sensation (pleasure or pain)
- Express and share values

A sociologist once quipped, 'Bees buzz, flowers bloom, humans symbol.' Now that you've given some thought to symbols and the nature of language, you may find that quip entirely accurate.

**Beliefs**

In any culture we will discover distinctive *beliefs* and belief systems. For example, in Colonial America, tomatoes were first considered poisonous and, later on, believed to be aphrodisiacs. Today, tomatoes are harmless on burgers and in salads, which goes to show that beliefs change over time. Belief systems are networks of related beliefs. For many decades, some Europeans wore garlic cloves around their necks to ward off disease. In the past, medical procedures involving prescriptive regimens relied on beliefs about the causes of disease. Beliefs like these changed when Pasteur's germ theories were accepted in the 19th century.

**Values**

In general, values are thought of as culturally accepted standards for moral behavior. Our ideas about justice, fairness, and proper sexual behavior are examples. But, in fact, values also apply to our attitudes about art, music, fashionable dress, sportsmanship, and even how one should greet a relative as opposed to a stranger. Paramount among cultural values are those we attribute to gender roles. For example, in ancient Greece, males were 'sexual idols,' and women were often viewed as nothing more than domestic caretakers. By contrast, in ancient Celtic cultures, men and women were far more equally valued. Rulers were often queens. And, in time of war, it was not unusual for men and women to fight side by side.

**Norms**

*Norms* are socially acceptable standards of behavior. Some are formal, such as the rules of procedure and decorum in a state legislature. Others are informal, such as the preferred way to prepare barbecue. Sociologists generally sort norms into four categories - folkways, mores, taboos and laws.

*Folkways* are simply accepted customs. Eating peas with a knife violates a folkway. Carrying a new bride over a threshold honors an accepted custom. Wearing white after Labor Day may (for some people) violate a folkway. Kissing a girl caught under the mistletoe may be an accepted custom - although it can be risky if the girl resents the custom. In general, violation of a folkway does not involve serious sanctions. A *sanction* can be positive (when behavior is rewarded) or negative when violation of a norm draw some form of punishment.

## 1.2 INDUSTRY PROFILE

The Global Textile Industry, particularly the Apparel Industry has seen remarkable changes in the past few years. The Garment Manufacturing Industry and the Garment Companies in developed countries are now always on a lookout for cheap source of garment production. The days are gone when textile garment industry was concentrated in the consumption hubs of US, EU and other developed countries of the world. The clothing wholesale supply is increasing worldwide in all the sectors of the industry, whether it be mens clothing, womens clothing, kids wear or infant wear. The elimination of global export quotas has led to a shift towards low cost countries having strong and established Clothing Industry especially the Asian countries

**Major Trends in Apparel and Clothing**

- Global garment exports are valued at more than US$310 billion a year, of which the world's top 15 clothing exporters account for more than 80%.
- China continues to develop its textile and clothing exports despite the re-imposition of quotas by the United States, Europe and some other developing countries till December 2008 as a temporary safeguard measure on exports from China. The gain is due to the strategy of China to divert its clothing wholesale destinations from US and EU to other Asian countries.
- Developing countries in Asia continue expanding their Textile Garment Industry due to their very-low-cost production. Apart from China, the true gainers of the post-quota period are India, Bangladesh, Cambodia and Vietnam.
- India is the second most preferred country after China for textile and apparel sourcing. Its Apparel industry is likely to achieve an export target of US$ 25 billion by 2010-11. The rise of exports in India is due to several factors like vast sources of raw materials, low labor costs, entrepreneurship and design skills of Indian traders, changes in the policies to open up Indian economy to the outside world etc.
- Bangladesh has emerged as a key player in RMG sector (Ready Made Garment Industry). 76% of its total textile and clothing export earnings comes from the apparel industry. The chief factor behind this is abundant and cheap labour force available here.
- Turkey and Brazil are the emerging markets for investment by apparel manufacturers and traders.
- One of the main beneficiaries of th textile and clothing exports dese drop in US imports from China is Vietnam. In the first quarter of 2008, sales of Vietnamese apparel and dresses in the US market were up by over 30%.

- Cambodia's garment industry is continuing to attract new investors and increase its garment exports. This is due to EU and US restraints on China and also because of its positive 'sweat-shop free' reputation on labour standards. It is the ninth largest supplier to the American market. Its garments exports to the EU are also rising

**Clothing Sector- Future Strategy**

Internationally speaking, the Textile Garment Industry is concentrated in the hands of large retail firms who look for few vendors with bulk orders and thus opt for vertically integrated companies. Hence, there is a need for integrating the operations from spinning to apparel making by the sourcing countries in order to gain advantage from the changed scenario. Both, the trade skills and soft skills, viz., design capabilities, textile technology, management and negotiating skills will also be significant determinants

To conclude, it can be said that in future, the factors that will affect the rise or fall of the Clothing Industry of sourcing countries include labour standards, tariff preferences, access to materials and supplies, political and economic stability among others. With the increase in demand for performance apparel, the sectors like Industrial Clothing and Sports Wear will experience growth and due to the increased fashion consciousness globally, fashion clothing will also see an upward trend

Today garments are not only for fulfilling the basic need of clothing but also to satisfy our aesthetic senses. Nothing is beyond the human power. He thinks, imagines and creates. Such is the level of his imagination that almost everything has been converted into textile right from the parts of plants to animals and minerals too. As if the natural materials were not enough, he has developed techniques for creating synthetic fibers even from chemicals.Garment manufacturing is not only an activity now, it has become a journey of art.

This journey of fiber to garment starts from selection of fibers which are then converted into yarns through spinning and other methods. After that begins the journey from yarn to fabric which involves processes like weaving, knitting, tufting, felting etc. Then comes the finishing processes which prepares the fabric for its beautification throughdyeing and printing. All these processes have to be carried out with such precision that textile manufacturing has become a full fledged academic subject with the purpose to produce textile experts. This study is just an attempt to introduce the basic processes involved in fabric construction to the people related to textile industry.

**Fibers to Yarns**

Textile Industry is related to many more industries- agriculture, animal husbandry, mining of metals and minerals, forestry, chemical research and many others. The fiber is produced in fields in the form of cotton, flax and other fibrous plants. It is obtained from animals and insects like, sheep, goats, silkworms etc.

Minerals like asbestos and wollastinite are also mined for getting fibers. As if these natural sources of fibers are not enough, they are chemically researched upon and synthetic fibers are prepared. As such yarns are formed from both, natural fibers such as cotton, hemp, linen, jute, wool, silk as well as from manmade fibers such as nylon and rayon.

**Yarn Formation**

When the short fibers are twisted together, they take the form of yarn. Thus, yarn is a continuous filament of interconnected fibers used for making textile. Yarn can be made by one of the several techniques of spinning.

**Spinning**

The process of twisting together of fibers to form yarn is called spinning. The basic processes included in spinning can be listed as carding, combing, drafting, twisting and winding. When the fibers pass through these processes, they are subsequently formed into lap, sliver, roving and finally yarn.

Two of the major methods of spinning are Ring Spinning and Open- End Spinning. Other methods include friction spinning, vortex spinning, air- jet spinning, etc.

**Formation of Filament Yarns**

The man made filaments are produced by different methods and they can be formed directly into yarn without the use of techniques to connect fibers together to form the required lengths. These yarns are called Filament Yarns.

## 1.3 COMPANY PROFILE

Patspin India Limited is an India-based company engaged mainly in the business of manufacture and export of combed cotton yarn. The Company operates through the Yarn Segment. It manufactures yarns of various counts ranging from NE 20s to NE 100s. Its products include Ring Spun Yarns, Wonder Twist (Siro Compact), Slub Yarns, Knitted Fabrics and Infiniti (Compact). It produces varied counts of cotton yarns, such as carded, combed, single and twisted, multi-fold and gassed yarns. Its process of spinning includes Ring Spinning, Compact Spinning, and Siro Compact Spinning. The Company has two plants located at Palakkad in Kerala and Ponneri in Tamil Nadu having a capacity of approximately 1,14,000 spindles, consisting of 70,752 Compact Spinning and 43,248 Ring Spinning, and also capacity for value-added products, i.e., twisting, gassing and soft winding. The Company markets its products in approximately 30 countries across the world. Incorporated in 1991, Patspin India Ltd manufactures and exports of cotton yarn in medium, fine and superfine combed yarns

**The wisdom of the past holds visions for the future**

The year was 1966. A sleepy little town called Aluva... hovering on the outskirts of Cochin. One man Mr. M.L Patodia saw a dream. A dream of growth expansion enterprise. A dream called GTN.

**The growth curve**

The years have rolled by. The baton has changed hands. But the vision remains and the dream lives on. Today, GTN is spinning its way from one milestone to another. The story has evolved into a saga of success and prosperity. GTN has expanded to a capacity of 2,10,000 spindles. From one factory to four.

**Our performance is our promise**

Implicit trust, high ethical and moral values and unswerving commitment to our customers define the foundation of the GTN group. The exceedingly high standards we set for ourselves is the driving force behind the quality and excellence of all our endeavours.

**In the pursuit of perfection**

It all began here. A modest takeover of a spinning factory in 1966. A humble dream that became a global reality. Spinning to greater heights and glory. And today? GTN Textiles LTD makes fine and superfine count yarns. Specialised products widely sought after across the entire world.

**The more we achieve the harder we strive**

The success of GTN spilled over to create a new story. The dream was given a new name - Patspin. One of the first EOU companies in India, Patspin is housed in the exotic ambience of an Italian villa. Driven by technology and advancements, about half the capacity of Patspin is dedicated to Compact spinning. From 1994 to now. Patspin spins on…

**Stepping into the future**

With consistent growth and keen ambition, new possibilities began to unfold. Thus, yet another endeavour was born - GTN Enterprises. In a classic exemplification of today's formula for tomorrow, the GTN Group utilised its immense resources to unveil one more avenue of opportunity in yet another spinning venture.

**Strategic Direction of GTN Group of Mills**

To be among the top 3 fine count spinning Mills in the country. To achieve the highest level of Customer satisfaction by meeting their stated and perceived requirements by maintaining consistent quality and timely service. To ensure sustainable methods to control and reduce the environmental impact from all activities in connection with the production process. To motivate everyone in the organization to do their work "first time right" and to strive for continuous improvement, thereby achieving consistency. To ensure compliance on all applicable requirements.

**Ring Spinning**

GTN has a production line devoted to the traditional spinning method that allows manufacture of yarn of various counts ranging from Ne 20's to Ne 160's. Permutations and combinations in the spinning and finishing processes, result in yarns of varied qualities for specific end uses. Special processes are used in the manufacture of ring spun products like High Twist yarn, Reverse Twist yarn and Gassed yarn etc.

**Compact spinning - INFINITI**

Breakthrough technology, that has broken through the barriers of traditional spinning processes. With compact, we spin greater shine, better lustre and superior texture into our yarn. That's why, we've put our stamp of excellence on our compact yarn. We've called it 'Infiniti' - the GTN brand of compact yarn.

**Siro Compact Spinning**

Another innovative two ply yarn created from the ring frame itself, using compact and siro technologies. With improved yarn strength, elongation and reduced hairiness, 'WonderTwist' encompasses the advantages of both doubled gassed and compact yarns.

**Twisting**

GTN has the capacity to produce double or multiply yarns as per customer requirements using specialised machines like the TFO and the Ring Doubler.

**Gassing**

Gassing is normally done on double yarn by passing the yarns through high temperatures of a gas flame to singe the protruding extra hairs. This is a value added process using state-of-the-art machinery

like SSMIM and RITE machines. Improved lustre, better finish and feel to the fabric created out of this yarn are just some of the qualitative enhancements of gassed yarns.

**Precision dye package winding**

Winding the yarn to a higher denomination of value. Value addition at the yarn winding stage to ensure precision in density, diameter and height using state-of-the-art machinery like SSM Preciflex'. Suitable for dyeing as per customer specifications., this process provides an added advantage to the customer in terms of quality and productivity.

**Knitting**

GTN offers knitting of fine hosiery fabrics manufactured with the best quality yarn. Seamless body size knitting machines enable the production of fabric at specific widths like 17" to 34". Standard diameter machines for single jersey and interlock fabrics are also available. Rib knitting is used for the manufacture of fabrics for cuffs and collars. Options of variable stipulations of diameter, grammage and gauge can also be utilized for all knit products.

**INFINITI (COMPACT)**

Savor the finenesse of an 'Infiniti' product and you'll see how much technology has evolved. GTN's compact yarn, 'Infiniti', demonstrates lower yarn hairiness, higher strength and elongation and a significant reduction in imperfections. Truly a premier product borne out of fine systems and meticulous R&D.

**RING SPUN YARNS**

GTN has a production line that allows the manufacture of yarn of various counts ranging from Ne 20's to Ne 160's. Spinning and finishing result of varied qualities for processes, specific end uses. Special processes are used in the manufacture of ring spun products like High Twist yarn, Reverse Twist yarn & Gassed yarn.

**WONDER TWIST (SIRO COMPACT)**

The inspired utilization of breakthrough technology in the production of a two ply yarn by combining the Compact and Siro systems. These superlative yarns are of higher strength, greater elongation and lower hairiness. Intended for premium, high value end products, this yarn is marketed by GTN as - 'WonderTwist'.

**SLUB YARNS**

GTN Group is equipped to supply 100% Cotton Yarn Slubs of Short/Medium/Long slub patterns of yarn counts Ne20s to Ne60s from our Premium Raw Cotton blends meant for both Knitting and

Weaving Applications. We can also supply Twisted/Gassed yarns and Greige Knitted fabrics as well as per customer's specifications.

**KNITTED FABRICS**

GTN Group supplies Weft Knitted fabrics of any patterns such as Single Jersey, Interlock, Rib, Fleece, Pique, honey comb etc. made out of 100% Cotton, Cotton + Elaspan from our premium raw cotton blends as per customer's specifications.

GTN Group uses the best knitting M/cs of Mayer & Cie, Terrot, Fukuhara, Santoni etc. only for their fabric knitting and supplying the fabrics in Tubular/Open width form.

GTN Group selectively undertake the supply of Finished Knitted fabrics as well with our full quality assurance.

## 1.4 NEED FOR THE STUDY

In the future it job stress take value in effecting performance in the organisation and directly effects on the employee performance. It also help employer that effect behavior of the employee in the organsation and set different goals for achieving it. This research is purely based on the different factors and show direct relationship on job retention and ensured to cover all the possible factors in the research different factors how they have positively or negatively effects.

## 1.5 SIGNIFICANCE OF THE STUDY

This shows that employees run under the various issues and logically make the choice on personal advantages. The next question in line up that the study about is that how does job stress arise, from working senerio, salary package and organizational culture.

In the future it job stress take value in effecting performance in the organisation and directly effects on the employee performance. it also help employer that effect behavior of the employee in the organisation and set different goals for achieving it. This research is purely based on the different factors and show direct relationship on job retention and ensured to cover all the possible factors in the research. Different factors how they have positively or negatively effects.

## 1.6 STATEMENT OF THE PROBLEM

Organizational Culture influences to a great extent the performance of the employees because it has a major impact on motivation and job satisfaction of individual employees. Organizational Culture determines the work environment in which the employee feels satisfied or dissatisfied. Since satisfaction determines or influences the efficiency of the employees, we can say that organizational Culture is directly related to the efficiency and performance of the employees. The organizational Culture can affect the human behavior in the organization through an impact on their performance, satisfaction and attitudes.

Organizational Culture of different companies in the same Industry may vary, based on the type and size of the company.

## 1.7 OBJECTIVES OF THE STUDY

**Primary objectives:**

A study on organization culture and its impact on employee's performance Patspin india limited at Kerala.

**Secondary objectives:**

- To investigate the satisfaction regarding the infrastructure facilities prevailing in the organization
- To study the policies implemented by the organization for the long-term retention of employees?
- To investigate the performance management help to realize your strength and weakness of the Job
- To study the agree level of performance management is effective in increasing the productivity
- To analyse the Improving communication between employees and managers performance.

## 1.8 SCOPE OF THE STUDY

1. It helps the management to know the workers satisfaction and dissatisfaction about the company. It helps the management to know the workers feelings about the rules and regulations of the Industry.
2. It helps the management to prevent any other job seeking by the workers.
3. This study helps the public to know the merits and demerits while stating the similar type of Industry.
4. The scope of the study analysis with research design for primary sources in the interview scheduled.

## 1.9 LIMITATIONS OF THE STUDY

1. The study was conducted only with limited respondents.
2. Some of the respondents don't give full attention because of their fear towards the higher authority.
3. Excessive sounds from the several machines at work place act as a hindrance of study.
4. The Parameters taken in the questionnaire might be insufficient to represent all the issues.
5. The time is very short period.

# CHAPTER – II

## REVIEW OF LITERATURE

**K.J. Harle(2016)** By 2030, climate change is likely to have implications for the Australian wool industry, principally through effects on forage and water resources, land carrying capacity and sustainability, animal health, and competition with other sectors, in particular cropping. The nature and scale of these impacts will vary between the wool growing regions, depending on the manifestation of the climate change. The growth and quality of pasture and fodder crops may be affected by changes in rainfall amounts and variability as well as higher $CO_2$ concentrations. Water resources in many regions are projected to decrease and become more variable. Animal health is expected to be adversely affected by rising temperatures and a greater incidence and range of pests and diseases. There is likely to be greater stress on the landscape principally brought about by rainfall deficits and increased climatic variability. There is also a strong possibility of increased competition for water and land resources from other agricultural activities, particularly cropping and meat production.

**Nicole Colin (2016)** The textile industry is one of the largest sectors globally, representing up to 20% of industrial water pollution. However, there is limited insight into how fluvial ecosystems respond and recover from this impact. From summer 2012 to spring 2013, we examined water quality and ecological status upstream and 1.5 km downstream the input of a textile industry wastewater treatment plant (WWTP) in Ripoll River, NE Spain. The ecological status was determined via diversity measures and 10 biotic indices based on diatoms, macro phytes, macro invertebrates and fish. Our results showed that the WWTP severely deteriorated water quality and biological communities at the discharge site, but that they improved at 1.5 km downstream. Severity also varied across tax a and seasons, being fish the most affected taxa and spring the season with the best ecological status. The strong correlation amongst water quality variables and many biotic indices across tax a indicated that this is a chronic pollution event affecting multiple trophic levels.

**Seçil Bal Taştan(2016)** This study examines perceived organizational culture and organizational identification as potential antecedents of employees' intrepreneurial behaviors. In particular, the study suggests positive relationships between perceived organizational culture components-structural support and recognition- and intrepreneurial behaviors construct. In addition, employees' organizational identification is suggested to have a mediating role on the relationship between organizational culture and intrepreneurial behaviors. The survey of this study is performed among employees working in high performing and innovative textile operating in White Good Manufacturing, Food and Drink, Telecommunication, and Textile industries in Turkey. The obtained data from the questionnaires are analyzed through the SPSS statistical packaged software. Analyses results revealed that both dimensions of organizational culture (structural support and organizational recognition) significantly and positively related to intrepreneurial behaviors and perceived organizational identification mediate the effects of the organizational culture on the intrepreneurial behaviors construct.

**Murat Kucukvar, (2016)** The main objectives of this research are to improve our understanding of energy-climate-manufacturing nexus within the context of regional and global manufacturing supply chains as well as show the significance of full coverage of entire supply chain tiers in order to prevent significant underestimations, which might lead to invalid policy conclusions. With this motivation, a multi region input–output (MRIO) sustainability assessment model is developed by using the World Input–Output Database, which is a dynamic MRIO framework on the world's 40 largest economies covering 1440 economic sectors. The method presented in this study is the first environmentally-extended MRIO model that harmonizes energy and carbon footprint accounts for Turkish manufacturing sectors and a global trade-linked carbon and energy footprint analysis of Turkish manufacturing sectors is performed as a case study. The results are presented by distinguishing the contributions of five common supply chain phases such as upstream suppliers, onsite manufacturing, transportation, wholesale, and retail trade.

**Natalia Moreira(2017)** Textiles can be applied in a wide variety of aircrafts' components and it is known for its highly polluting dyes, short life-cycle and small concern with end of life. Combined with the aeronautic emissions, the textile industry represents a clear threat to the environment, but it also represents opportunities. In order to promote sustainability in the completion industry, the product development process is of central importance. A large number of general approaches and methods for the development of sustainable products has been proposed and used in the literature, but how they can be integrated to improve the design process in the Green Aircraft Completion (GAC) sector is an open research question. This paper was developed from this question and it reviews and analyses several design methods and eco-design approaches from the literature in order to propose a novel integrative conceptual framework for the GAC. This framework is then applied in a large North American company so that it could be tested and improved.

**S.H. Eryuruk (2017)** Today we are faced with many environmental problems such as environmental degradation, water and air pollution, the generation of hazardous wastes, soil degradation, deforestation, climate change and loss of biodiversity due to population growth, high product consumption levels and uncontrolled production processes. The textile and clothing industry also has great environmental impacts beginning at the fibre production stage through to the disposal stage with a large amount of resource usage and waste production. This chapter presents the life cycle assessment of textile and clothing and discusses the environmental impacts of textiles and clothing industry. Standards for environmental management systems, eco-labelling and certification procedures to implement environmental aspects are also presented.

**M. Dodsworth(2018)** The chemical, pharmaceutical and other related process industries are characterized by inherently hazardous processes and activities. To ensure that considered risk management decisions are made it is essential that organizations have the ability to rank the risk profiles of their assets and operations. Current industry risk ranking techniques are biased toward the assessment of the risk potential of the asset or operation. Methodologies used to assess these risks tend to be engineering-based

and include, for example, hazard identification and event rate estimation techniques. Recent research has associated lagging safety performance indicators with metrics of organizational safety climate. Despite the evidence suggesting their potential usefulness, organizational culture metrics have not yet been exploited as a proactive safety, health and environmental performance indicator or as an aid to relative risk ranking. This paper summarizes research that successfully produced a statistical model of organizational culture and its relationship to site significant injury frequency rates, allowing the relative risk ranking of sites based upon organizational culture metrics.

**V. Chipofya(2019)** The ED-WAVE tool is a PC based package for imparting training on wastewater treatment technologies. The system consists of four modules viz. Reference Library, Process Builder, Case Study Manager, and Treatment Adviser. The principles of case-based design and case-based reasoning as applied in the ED-WAVE tool are utilised in this paper to evaluate the design approach of the wastewater treatment plant at Mapeto David Whitehead & Sons (MDW&S) textile and garments factory, Blantyre, Malawi. The case being compared with MDW&S in the ED-WAVE tool is Textile Case 4 in Sri Lanka (2003). Equalisation, coagulation and rotating biological contactors is the sequencing of treatment units at Textile Case 4 in Sri Lanka. Screening, oxidation ditches and sedimentation is the sequencing of treatment units at MDW&S textile and garments factory. The study suggests that aerobic biological treatment is necessary in the treatment of wastewater from a textile and garments factory. MDW&S incorporates a sedimentation process which is necessary for the removal of settleable matter before the effluent is discharged to the municipal wastewater treatment plant.

**Masayo Wakabayashi (2019)** From 1997 to 2012, 114 Japanese industry associations implemented voluntary action plans, which are not enforced by laws or regulations, to reduce carbon emissions. This paper investigates whether the establishment of these voluntary action plans by industry associations contributed to the adoption of a carbon emissions target at the firm level within the associations. Using a survey of approximately 1000 firms in Japan, this paper finds that small and medium-sized firms in sectors with voluntary action plans were 2–4 times more likely to establish their own carbon emissions targets than were firms belonging to industry associations without voluntary action plans. In contrast, the paper finds that voluntary action plans did not affect the establishment of emissions targets among firms with more than 3000 employees. This result is consistent with the survey responses, which found that periodic follow-ups under a voluntary action plan helped small firms to obtain important pieces of information and that industry associations played an important role in this process.

**Alessandro Antimiani (2020)** A dynamic climate-economy CGE model based on the GTAP framework is used to analyse how sensitive simulation results are to alternative values assumed by several types of elasticity of substitution in energy-related linkages. Input substitutability in the production function is also tested for the relationship between capital and energy in different manufacturing sectors. The simulation exercise reveals that the model produces highly differentiated results when different sets of elasticity parameters are adopted. As a general result, lower substitutability values correspond to a

reduction in the flexibility of energy substitution possibilities, making carbon abatement efforts more expensive. Moreover, this restriction generates changes in the distribution of costs associated with abatement efforts across regions. This brings to severe implications on international competitiveness especially for energy-intensive industrial sectors.

**Frédéric Segonds, (2020)** The current climate of economic competition forces businesses to adapt more than ever to the expectations of their customers. Faced with new challenges, practices in textile design have evolved in order to be able to manage projects in new work environments. After presenting a state of the art overview of collaborative tools used in product design and making functional comparison between PLM solutions, our paper proposes a case study for the development and testing of a collaborative platform in the textile industry, focusing on the definition of early stages of design needs. The scientific contributions presented in this paper are a state of the art of current PLM solutions and their application in the field of textile design; and a case study where we will present, define, and test the mock-up of a collaborative tool to assist the early stages, based on identified intermediary representations.

**Keith Brouhle(2020)** This paper examines the impact of participation in the Climate Wise program, one of the largest voluntary programs enacted in the US, on innovative activity by firms. In operation from 1993 to 2000, the Climate Wise program was designed to reduce greenhouse gas emissions by promoting innovation in energy efficiency and energy related activities. We begin by examining what types of firms were most likely to participate in this voluntary initiative. We find that the Climate Wise program was attractive to large firms, more R&D intensive firms, and firms with more financial resources. To consider the impact of Climate Wise participation on the innovative behavior of firms, we investigate whether participants and non-participants differed in the number of successful environmental and non-environmental patent applications between 1993 and 2003. We find some evidence that participation in the Climate Wise leads to a change in environmental patenting but only among less R&D intensive firms.

**Hogne Nersund Larsen (2021)** In this work we display the importance of supply chain management through the use of Environmentally Extended Input-Output Analysis (EEIOA) and Life Cycle Assessment (LCA). Results show that for most sectors a majority of the energy/environmental loads are located in the upstream supply chain, both nationally and abroad. Using the tools outlined could therefore help to address important areas to focus the work and guide policies for future energy and emissions reductions. Actions can be at an international policy level, using taxes or other measures to counteract pollution havens, or they could include specific requirements of the products purchased, environmental labeling, or requirements relating to certifications of businesses were products and services are purchased from. The focus of this paper is the public sector, more specifically; the municipalities, where - despite the importance of upstream emissions is identified with a fraction of 90-95 percent - still most focus is on the 5-10% of the footprint relating to use of heating oil and fuel for transportation.

**Boqiang Lin(2022)** We analyzed the change of energy-related carbon dioxide ($CO_2$) emissions in the Chinese textile industry from 1986 to 2010. Decomposition analysis based on Logarithmic Mean

Divisia Index method was applied and the study period was split into five time intervals for easier data management. Results show that industrial activity and energy intensity were the main determinants of organisation climate change in carbon dioxide emissions. Industrial activity was the major factor that contributed to the increase of $CO_2$ emissions. Energy intensity had a volatile trend interchanging intervals of growth (increasing and decreasing) along the study period. Furthermore, energy mix and carbon intensity equally decreased the $CO_2$ emissions. Industrial scale, despite limited effect also contributed to the increase of $CO_2$ emissions. In the meantime, while industrial output in the Chinese textile industry increased annually by 5% from 1986 to 2010, energy consumption grew by 4% with corresponding increase of $CO_2$ emissions by 2%. Finally, we provide policy suggestions that may be adopted to significantly cut down $CO_2$ emissions from the Chinese textile industry.

**Boqiang Lin (2023)** We estimated the reduction potential of carbon dioxide emissions in the Chinese textile industry by forecasting the carbon intensity ($CO_2$ emissions/industrial value added) in different scenarios. The Johansen co-integration technique was employed in order to establish the long term equilibrium equation. Three scenarios were designed to estimate the future trend of carbon intensity in the Chinese textile industry. The results showed that energy price, energy substitution, labor productivity and technology have significant impact on the carbon intensity. Estimated to 1.49 t $CO_2$/10,000 yuan in 2010, we found that for the BAU scenario, the carbon intensity will decrease to 0.5 and 0.29 t $CO_2$/10,000 yuan by 2020 and 2025 respectively. For the medium scenario, carbon intensity will decline to 0.12 t $CO_2$/10,000 yuan. Yet by the optimum scenario, the intensity is expected to considerably decrease to 0.05 t $CO_2$/10,000 yuan by 2025.

**Gabriela Rusu (2023)** Motivation has a central role in achieving high performances within organizations. As the organizational culture can be closely correlated with employees' motivation, providing a motivating environment in industrial textile depends on managers' ability to create a supportive organizational climate. The main objective of this paper is to underline the most relevant dimensions of the organizational culture which increase employees' intrinsic and extrinsic motivation, according to Herzberg's dual factors theory. In the light of this research, the investigation was based on quantitative research techniques, by means of a pilot questionnaire, using a non-probabilistic sample represented by employees and managers of industrial firms from Romania. By analyzing the relationships between organizational culture dimensions and motivation, the results will demonstrate the influence of organizational culture on the level of employees' motivation. Considering the obtained results, there will be also proposed recommendations to create an organizational culture which could enhance employees' motivation.

**Asta Sabonienė (2023)** This paper is an analysis of exogenous factors of low-tech industries competitiveness in Lithuania. After carrying out an analysis of scientific literature and determining the most significant exogenous factors of industries competitiveness in general, the importance of these factors have been examined at the example of Lithuanian textile and wearing apparel sectors with the help

of an expert survey. The article presents the results of the empirical study and raises several discussion points on the subject.

## CHAPTER – II

## RESEARCH METHODOLOGY

### METHODOLODY OF THE STUDY

To fulfill any task, it is necessary to follow a systematic method. Research methodology is the main aspect of research studies. The methodology follow by research is detailed here. As an essential part of the study, the primary data were collected for a period of 6 months. A good care was taken by the researcher to design the schedule. All the objectives were taken into consideration while designing the handout. More of the closed and few ended questions were asked for the survey. The survey was conducted in Kerala.

### TYPES OF RESEARCH

The research was of descriptive design; aim to procure a clear, complete and accurate description of the situation.

### DATA SOURCE

Data was taken mostly through primary data. However company and product profiles were referred too. A structured UN- disguised interview schedule was designed to collect data source. The schedule method was opted since the method would help to concise amount of information.

### INTERVIEW SCHEDULE DESIGN

A good care was taken by the researcher to design the schedule. All the objectives were taken into consideration while designing the handout. More of the closed and few ended questions were asked for the survey.

### STUDY AREA

The survey was conducted in Kerala.

### PERIOD OF STUDY

The study was held during the period of May2024.

### SAMPLING TECHNIQUES

The sampling techniques was 120 used for the survey was convenience sampling.

**SAMPLE SIZE**

The sample size was 120.

**Methods of Data Collection**

**Data Sources**

Data in the study are of two types:

i. Primary data
ii. Secondary data

**Tools Used For Research**

- Simple Percentage Method
- Chi – square test
- Correlation

**Percentage Analysis**

Percentage refers to a special kind of ratio. Percentage is used in making comparison about two or more series of data. Percentage as also used to describe relationship. It is also used to compare the relative terms of two or more series of data.

$$\text{Percentage of respondents} = \frac{\text{Number of respondents}}{\text{Total respondents}} \times 100$$

**Chi-square**

Chi-square was done to find out one way analysis between socio demographic variable and various dimensions of the programme.

$$= \frac{(O - E)2}{E}$$

O – Observed value, E – Expected value

**Correlation**

There are several different correlation techniques. The survey systems optional statistics module includes the most common type, called the person or product moment correlation. The latter is useful when you want to look at the relationship between two variables while removing the effect of none or two other variables. Like all statistical techniques, correlation is only appropriate for certain kinds of data. Correlation works for quantifiable data which numbers are meaningful, usually quantities of some sort. It cannot be used for purely categorical data, such as gender, brands purchased, or favorite color.

$$r = \frac{\sum XY}{\sqrt{(\sum X^2)\,(\sum Y^2)}}$$

# CHAPTER – IV

## DATA ANALYSIS AND INTERPRETATION

### TABLE 4.1

### TABLE SHOWING ON AGE OF RESPONDENTS

| AGE | FREQUENCY | PERCENTAGE |
|---|---|---|
| 18 years old | 4 | 3.3 |
| 19 to 25 years | 66 | 55.0 |
| 26 to 30 years | 38 | 31.7 |
| Above 31 years old | 12 | 10.0 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.1 shows that 3.3% of the respondents are 18 years old, 55.0% of the respondents are above 19 years old and below 25 years old, 31.7% of the respondents are between 26 years old to 30 years old, 10.0% of the respondents are above 31 years old.

Majority of the respondents are between 19 years old and below 25 years old.

**CHART 4.1**

**CHART SHOWING ON AGE OF RESPONDENTS**

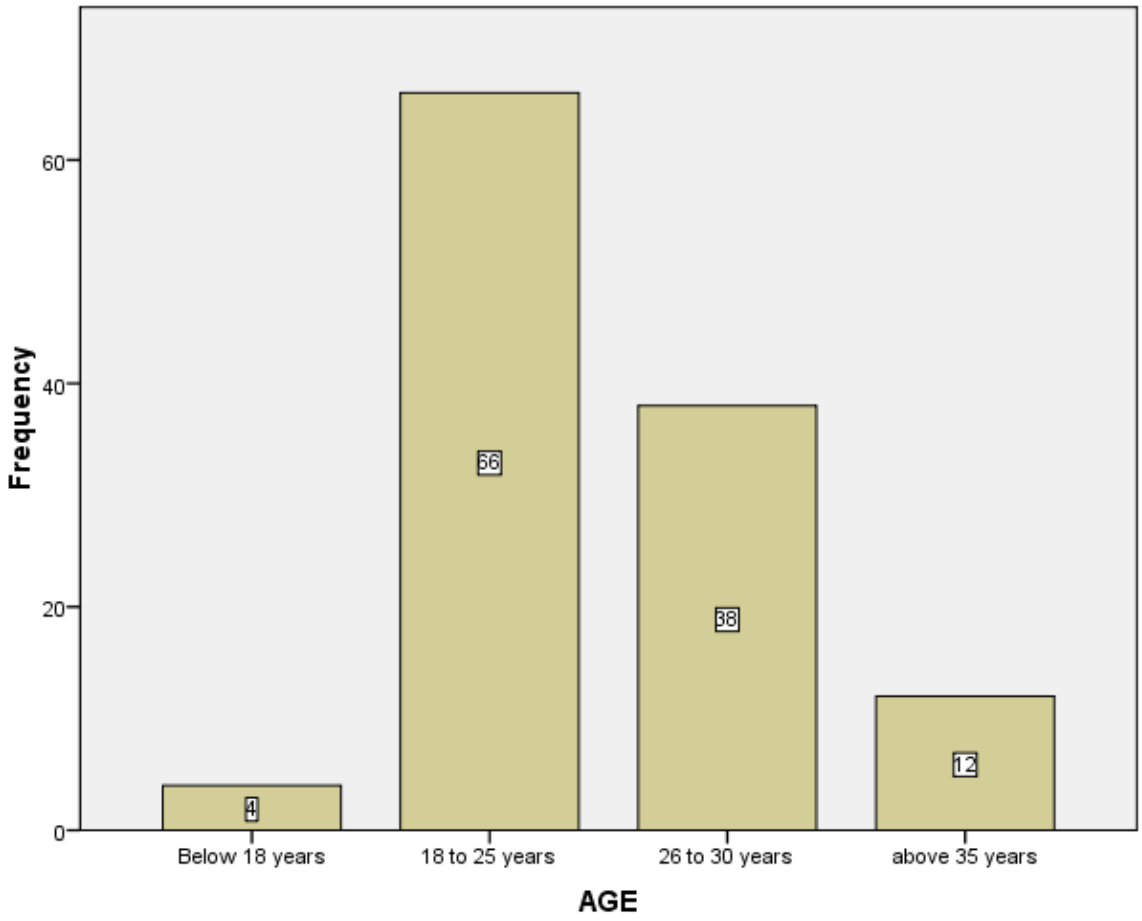



**TABLE 4.2**

**TABLE SHOWING ON GENDER OF RESPONDENTS**

| GENDER | FREQUENCY | PERCENTAGE |
|---|---|---|
| Male | 62 | 51.7 |
| Female | 58 | 48.3 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.2 shows that 51.7% of the respondents are male and 48.3% of the respondents are female.

Majority of the respondents are male.

**CHART 4.2**

**CHART SHOWING ON GENDER OF RESPONDENTS**

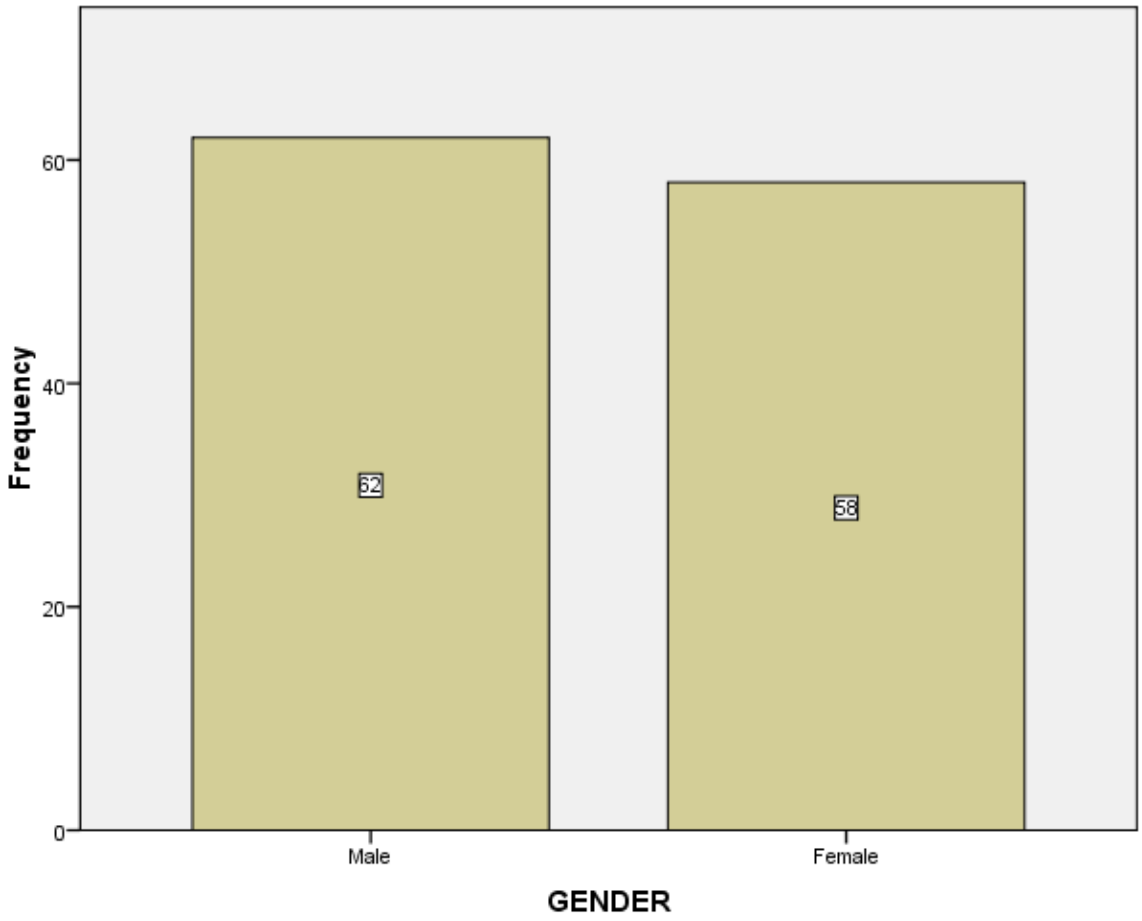


**TABLE 4.3**

**EDUCATIONAL QUALIFICATION OF RESPONDENTS**

| EDUCATIONAL QUALIFICATION | FREQUENCY | PERCENTAGE |
|---|---|---|
| SSLC | 13 | 10.8 |
| HSC | 35 | 29.2 |
| Diploma | 34 | 28.3 |
| Graduation | 25 | 20.8 |
| Post-Graduation | 13 | 10.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.3 shows that majority of 29.2% employees having their educational qualification are HSC, 28.3% of the respondents are said diploma, 20.8% of the respondents are said graduation, 10.8% of the respondents are said post – graduation remaining (SSLC, post-Graduation) having minimum level of 10.8% same.

Majority of the respondents are having their HSC education.

**CHART 4.3**

**EDUCATIONAL QUALIFICATION OF RESPONDENTS**

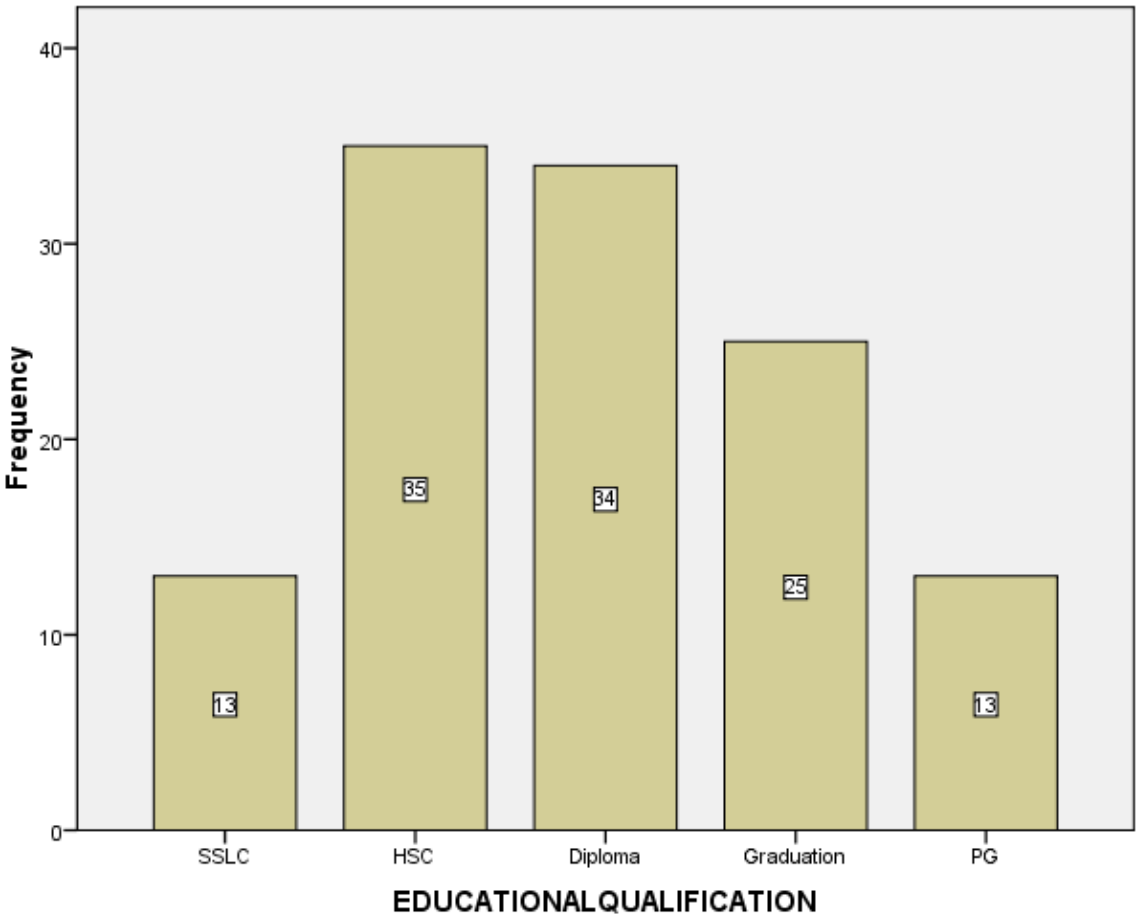


**TABLE 4.4**

**YEARS OF EXPERIENCE**

| YEARS OF EXPERIENCE | FREQUENCY | PERCENTAGE |
|---|---|---|
| 5 to 10 years | 31 | 25.8 |
| 10 to 15 years | 46 | 38.3 |
| Less than 5 years | 43 | 35.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.4 shows that majority of 38.3%, of the respondents are 10 to 15 years, 35.8% of the respondents are employees having Less than 5 years and 25.8% of the respondents employees having 5 to 10 years.

Majority of the respondents are having 10 to 15 years of experience.

**CHART 4.4**

**YEARS OF EXPERIENCE**

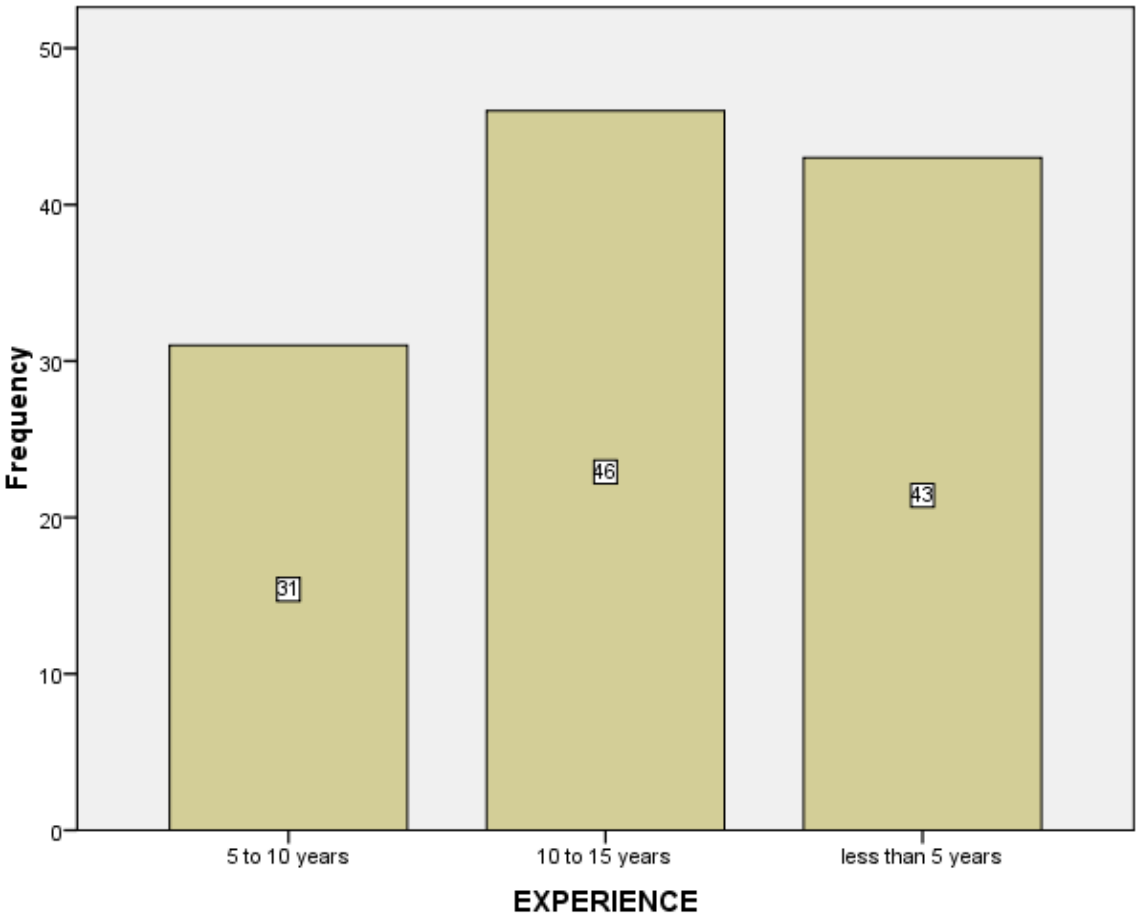


**TABLE 4.5**

**MONTHLY INCOME OF THE RESPONDENTS**

| INCOME | FREQUENCY | PERCENTAGE |
|---|---|---|
| Less than Rs.5000 | 22 | 18.3 |
| Rs.5000 – 10000 | 55 | 45.8 |
| Rs.10000 - 20000 | 43 | 35.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.5 shows that majority of 45.8% of the employees having monthly income of Rs.5000 – 10000, 35.8% of the employees having income of Rs.10000 – 20000 and 18.3% of the employees having Less than Rs.5000.

Majority of the respondents are having monthly income of Rs.5000 – 10000.

**CHART 4.5**

**MONTHLY INCOME OF THE RESPONDENTS**

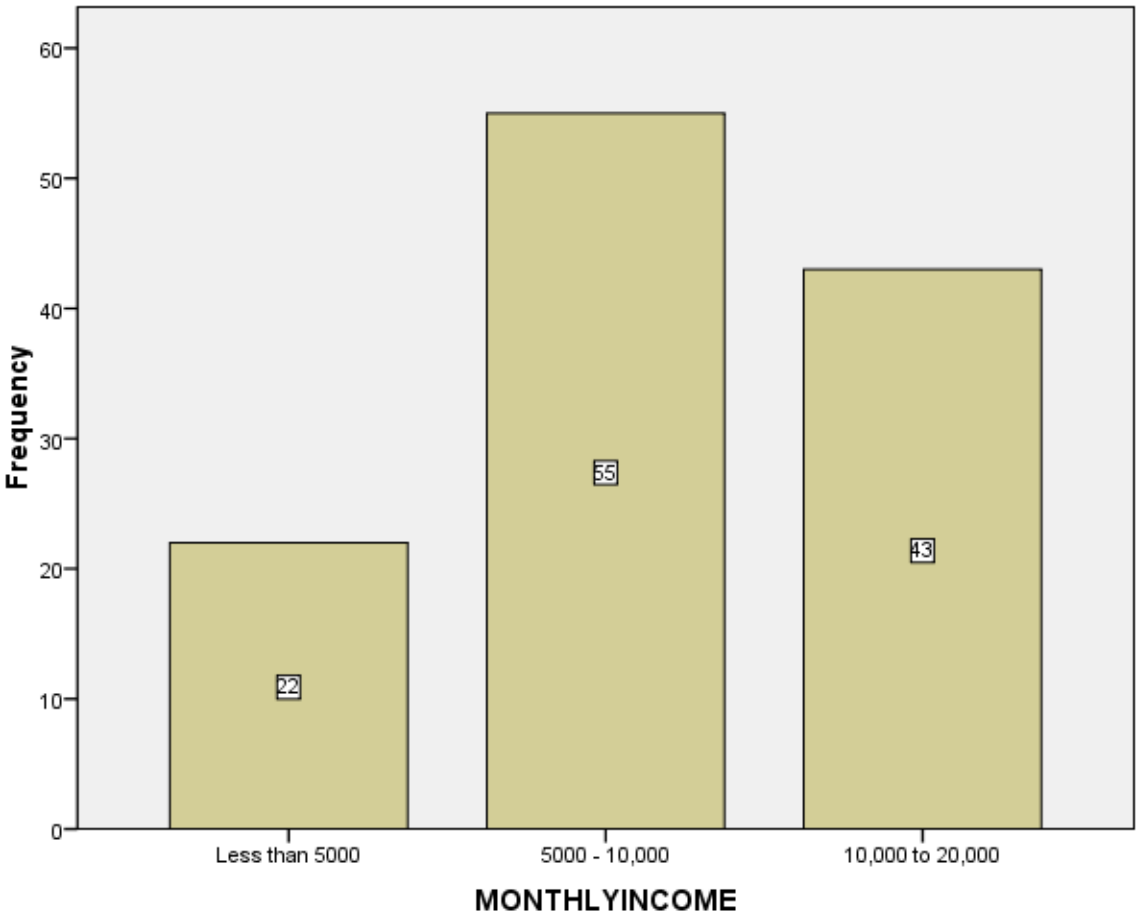


**TABLE 4.6**

**TABLE SHOWING ON OPINION ABOUT SATISFACTION REGARDING THE INFRASTRUCTURE FACILITIES**

| OPINION | FREQUENCY | PERCENTAGE |
|---|---|---|
| Highly satisfied | 14 | 11.7 |
| Satisfied | 44 | 36.7 |
| Neutral | 36 | 30.0 |
| Dissatisfied | 8 | 6.7 |
| Highly dissatisfied | 18 | 15.0 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.6 shows that opinion about the infrastructure facilities. 36.7% of the employees are satisfied, 30.0% of the employees are neutral, 15.0% of the employees are highly dissatisfied, 11.7% of the employees are highly satisfied and 6.7% of the employees are dissatisfied.

Majority 36.7% of the employees are satisfied.

**CHART 4.6**

**CHART SHOWING ON OPINION ABOUT SATISFACTION REGARDING THE INFRASTRUCTURE FACILITIES**

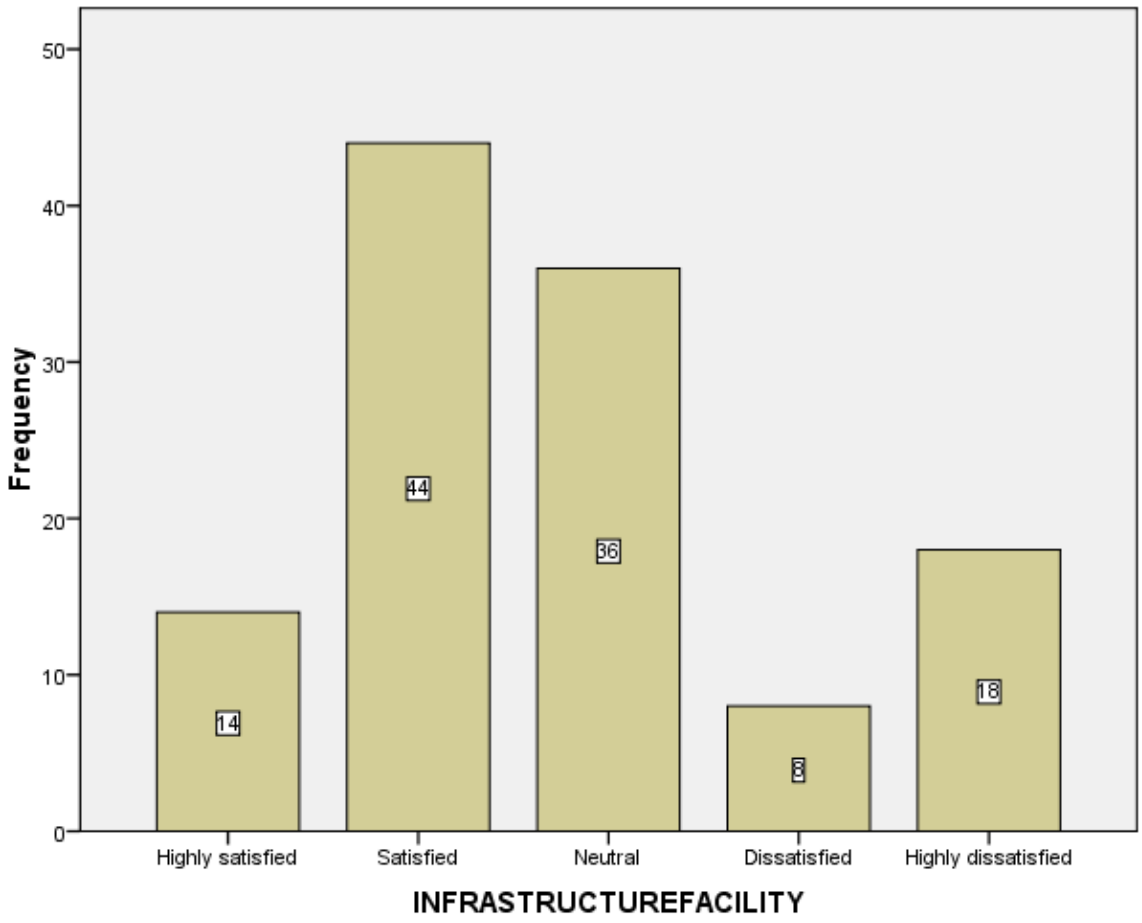


**TABLE 4.7**

**TABLE SHOWING ON SATISFIED TOWARDS THE REWARD FOR GOOD WORK**

| GOOD WORK | FREQUENCY | PERCENTAGE |
|---|---|---|
| Yes | 77 | 64.2 |
| No | 43 | 35.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.7 shows that satisfaction towards the reward for good work. 64.2% of the employees are satisfied towards the reward for good work and 35.8% of the employees are not satisfied towards the reward for good work.

Majority 64.2% of the employees are satisfied towards the reward for good work.

**CHART 4.7**

**CHART SHOWING ON SATISFIED TOWARDS THE REWARD FOR GOOD WORK**

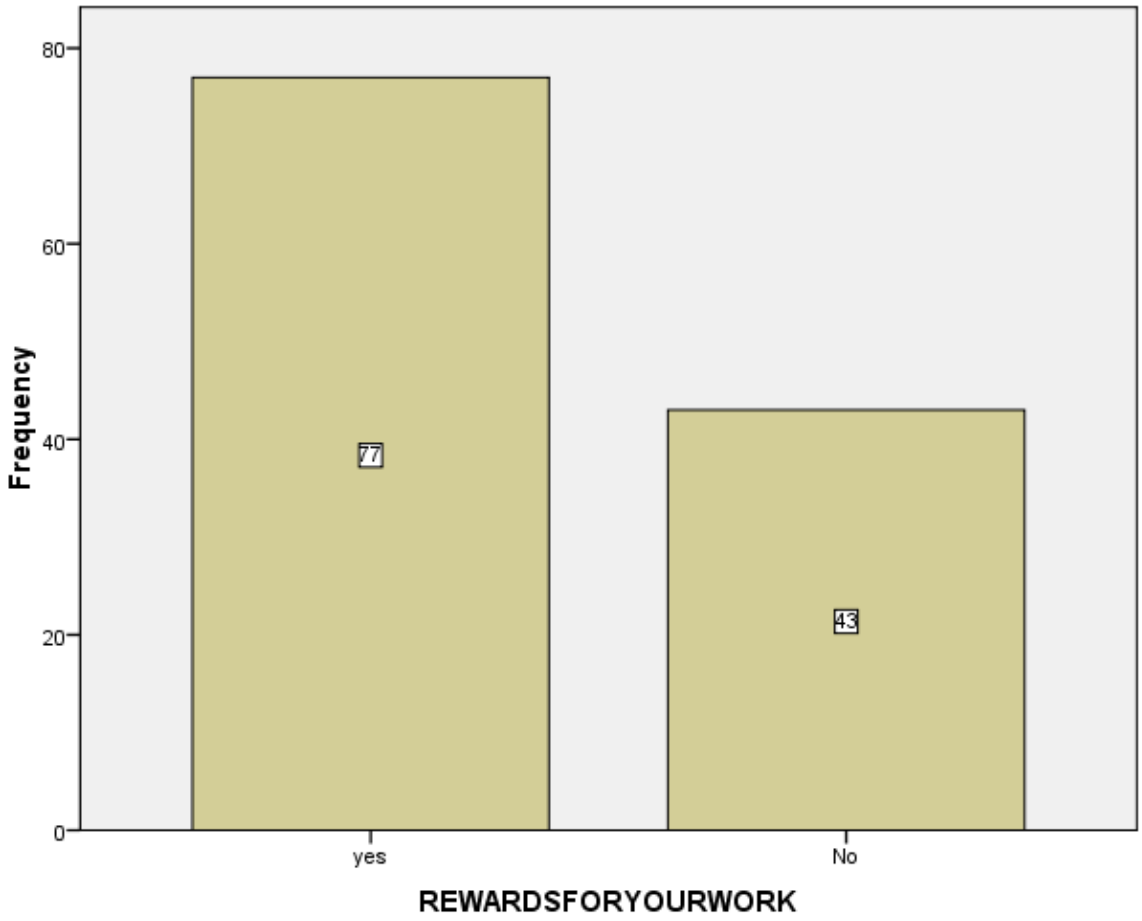


**TABLE 4.8**

**TABLE SHOWING ON TYPES OF REWARD FOR GOOD WORK**

| TYPES OF REWARD | FREQUENCY | PERCENT |
|---|---|---|
| Appreciation | 19 | 15.8 |
| Promotion | 52 | 43.3 |
| By incentives | 36 | 30.0 |
| Others | 13 | 10.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.8 shows the types of reward for good work. 43.3% of the employees are said promotion, 30.0% of the employees are said incentives, 15.5% of the employees are said appreciation and 10.8% of the employees are said others.

Majority 43.3% of the employees are said promotion.

**CHART 4.8**

**CHART SHOWING ON TYPES OF REWARD FOR GOOD WORK**

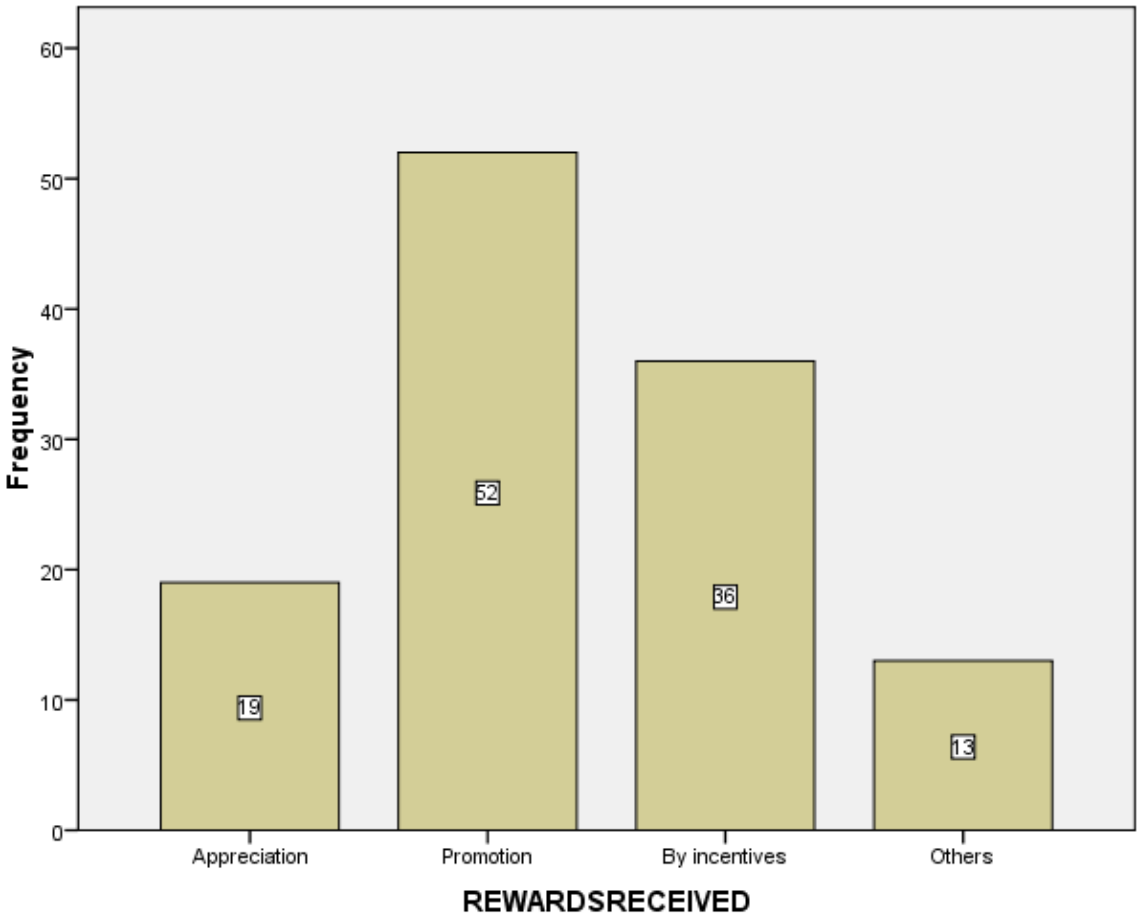


**TABLE 4.9**

**TABLE SHOWING ON PARTICIPATION IN THE ORGANIZATION**

| PARTICIPATION | FREQUENCY | PERCENTAGE |
|---|---|---|
| To great extent | 29 | 24.2 |
| Not at all | 52 | 43.3 |
| Somewhat | 39 | 32.5 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.9 shows that participation in the organization. 43.3% of the employees are participated in not at all, 32.5% of the employees are participated in somewhat and 24.2% of the employees are participated to a great extent.

Majority 43.3% of the employees are participated in not at all.

**CHART 4.9**

**CHART SHOWING ON PARTICIPATION IN THE ORGANIZATION**

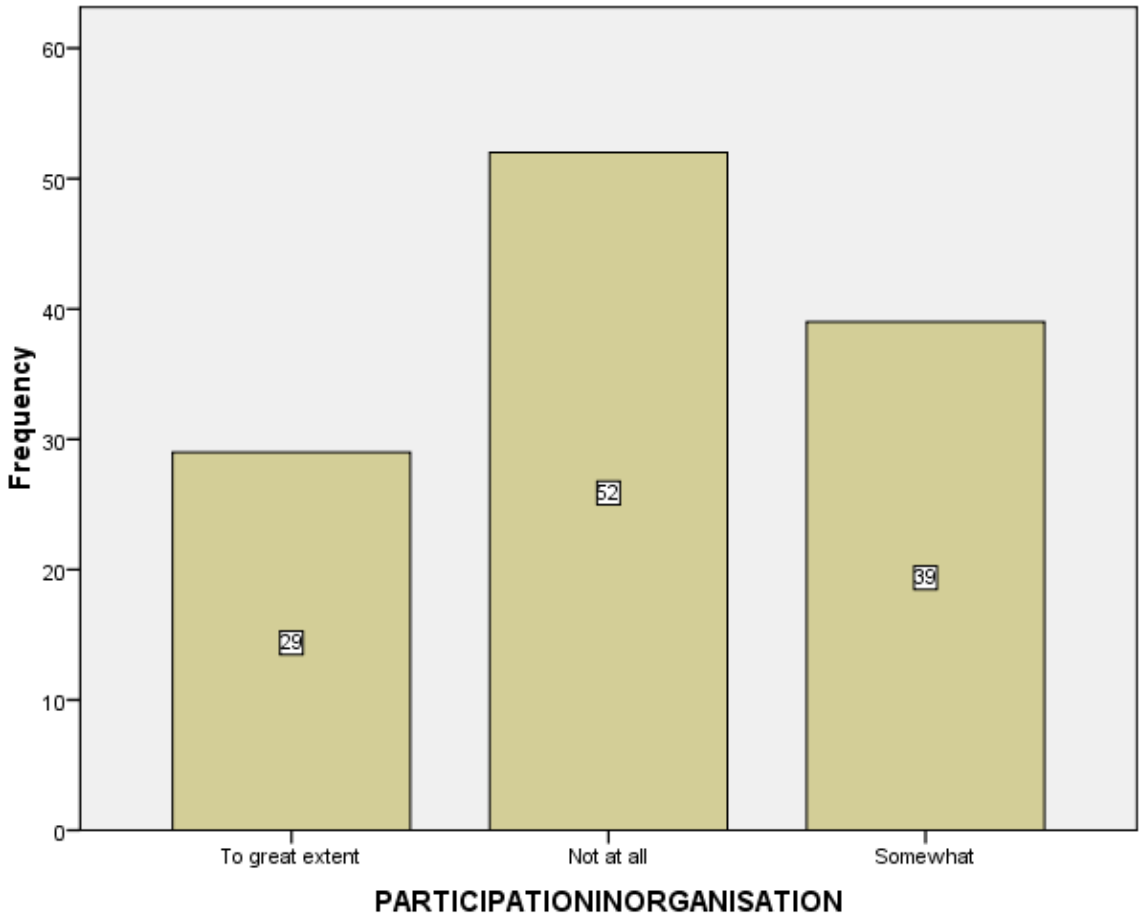



**TABLE 4.10**

**TABLE SHOWING ON BELIVE ARE PROVIDE WITH SUFFICIENT JOB SECURITY**

| JOB SECURITY | FREQUENCY | PERCENTAGE |
|---|---|---|
| To great extent | 40 | 33.3 |
| Not at all | 55 | 45.8 |
| Somewhat | 25 | 20.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.10 shows that believe are providing with sufficient job security. 45.8% of the employees are said not at all, 33.3% of the employees are said to a great extent and 20.8% of the employees are said somewhat.

Majority 45.8% of the employees are said not at all job security.

**CHART 4.10**

**CHART SHOWING ON BELIVE ARE PROVIDE WITH SUFFICIENT JOB SECURITY**

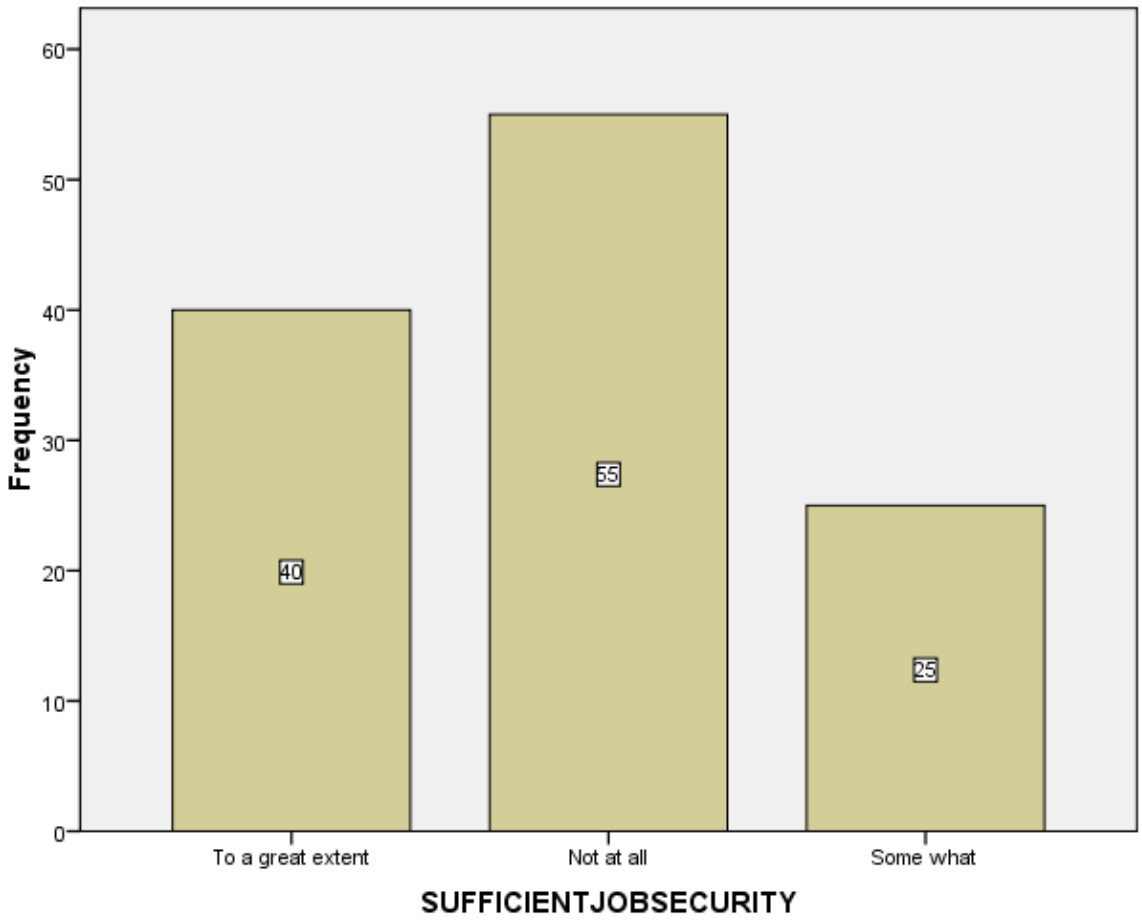


**TABLE 4.11**

**TABLE SHOWING ON LONG TERM RETENTION OF EMPLOYEES**

| RETENTION OF EMPLOYEES | FREQUENCY | PERCENTAGE |
|---|---|---|
| Accommodation facilities | 19 | 15.8 |
| Compensating adequately | 38 | 31.7 |
| Employees growth and opportunities | 34 | 28.3 |
| Good working environments | 23 | 19.2 |
| Home loan facilities | 2 | 1.7 |
| Other | 4 | 3.3 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.11shows that long term retention of employees. 31.7% of the employees are said compensating adequately is the retention of employees, 28.3% of the employees are said Employees growth and opportunities, 19.2% of the employees are said Good working environments are the retention of employees, 15.8% of the employees are said accommodation facilities are the retention of employees, 3.3% of the employees are said others and 1.7% of the employees are said Home loan facilities.

Majority 31.7% of the employees are said compensating adequately is the retention of employees.

**CHART 4.11**

**CHART SHOWING ON LONG TERM RETENTION OF EMPLOYEES**

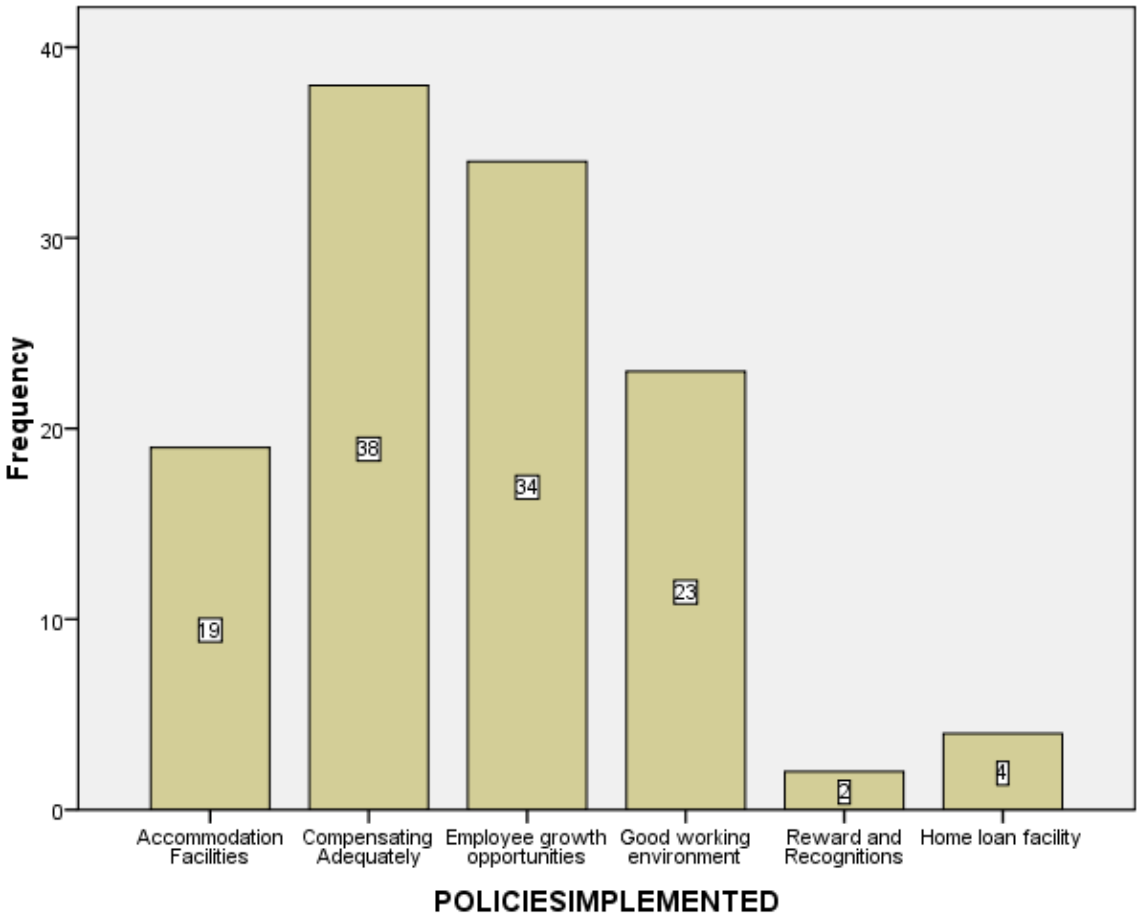


**TABLE 4.12**

**TABLE SHOWING CRITERIA FOR EMPLOYEE SHARE ON PROFIT**

| EMPLOYEE SHARE ON PROFIT | FREQUENCY | PERCENTAGE |
|---|---|---|
| Length of service | 22 | 18.3 |
| Other | 38 | 31.7 |
| Performance of the employee | 28 | 23.3 |
| Potential of employee | 6 | 5.0 |
| Role of employee | 13 | 10.8 |
| Salary earned | 13 | 10.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.12 shows that criteria for employee share on profit. 31.7% of the employees are said others are the criteria for share on profit, 23.3% of the employees are said performance of the employee, 18.3% of the employees are length of service, 10.8% of the employees are said role of employee and salary earned are the criteria for share on profit and 5.0% of the employees are said potential of employee.

Majority 31.7% of the employees are said other factors are the criteria for employee share on profit.

**CHART 4.12**

**CHART SHOWING CRITERIA FOR EMPLOYEE SHARE ON PROFIT**

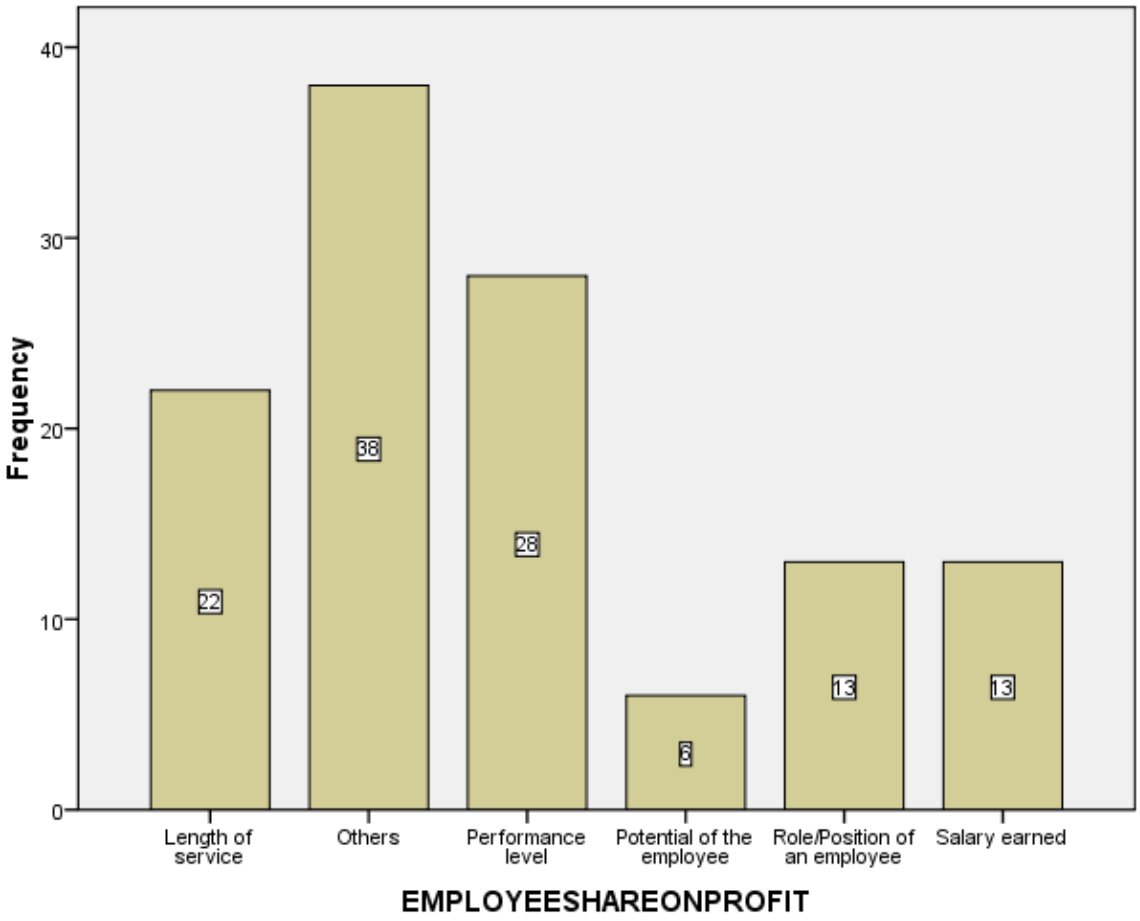


**TABLE 4.13**

**TABLE SHOWING ON ACCEPT THAT THE ORGANIZATION ADOPTS BEST METHODS OF WORK**

| BEST METHODS OF WORK | FREQUENCY | PERCENT |
|---|---|---|
| Agree | 30 | 25.0 |
| Disagree | 36 | 30.0 |
| Neutral | 40 | 33.3 |
| Strongly agree | 10 | 8.3 |
| Strongly disagree | 4 | 3.3 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.13 shows the accept that the organization adopts best methods of work. 33.3% of the employees are said neutral for the best methods of work, 30.0% of the employees are said disagree, 25.0% of the employees are said agree, 8.0% of the employees are said strongly agree and 3.3% of the employees are said strongly disagree.

Majority 33.3% of the employees are said neutral for the best methods of work.

**CHART 4.13**

**CHART SHOWING ON ACCEPT THAT THE ORGANIZATION ADOPTS BEST METHODS OF WORK**

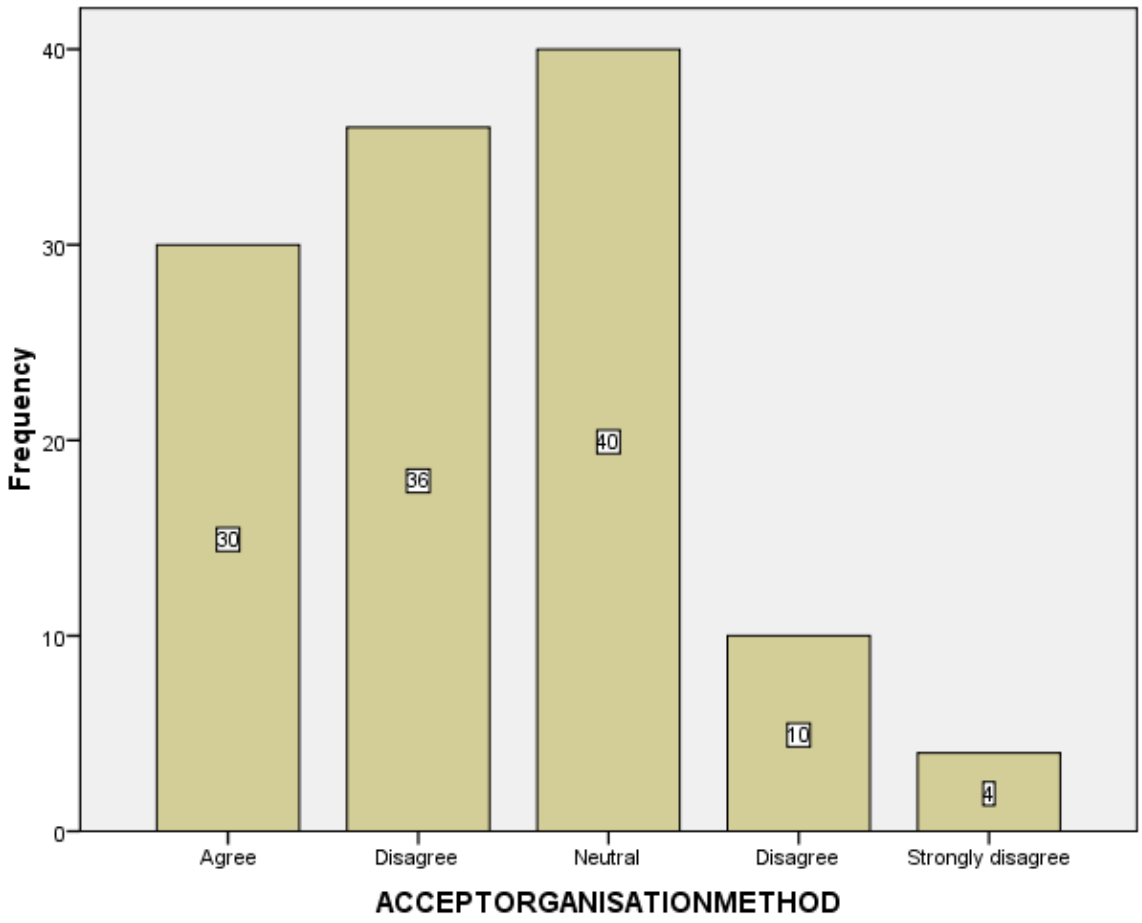


**TABLE 4.14**

**TABLE SHOWING ON AGREE THAT YOU POSSESS NECESSARY JOB SKILL**

| NECESSARY JOB SKILL | FREQUENCY | PERCENTAGE |
|---|---|---|
| Strongly agree | 23 | 19.2 |
| Agree | 42 | 35.0 |
| Neutral | 41 | 34.2 |
| Disagree | 12 | 10.0 |
| Strongly disagree | 2 | 1.7 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.14 shows that employee possess necessary job skill. 35.0% of the employees are said agree for possess necessary job skill, 34.2% of the employees are said neutral, 19.2% of the employees are said strongly agree, 10.0% of the employees are said disagree and 1.7% of the employees are said strongly disagree.

Majority 35.0% of the employees are said agree for possess necessary job skill.

**CHART 4.14**

**CHART SHOWING ON AGREE THAT YOU POSSESS NECESSARY JOB SKILL**

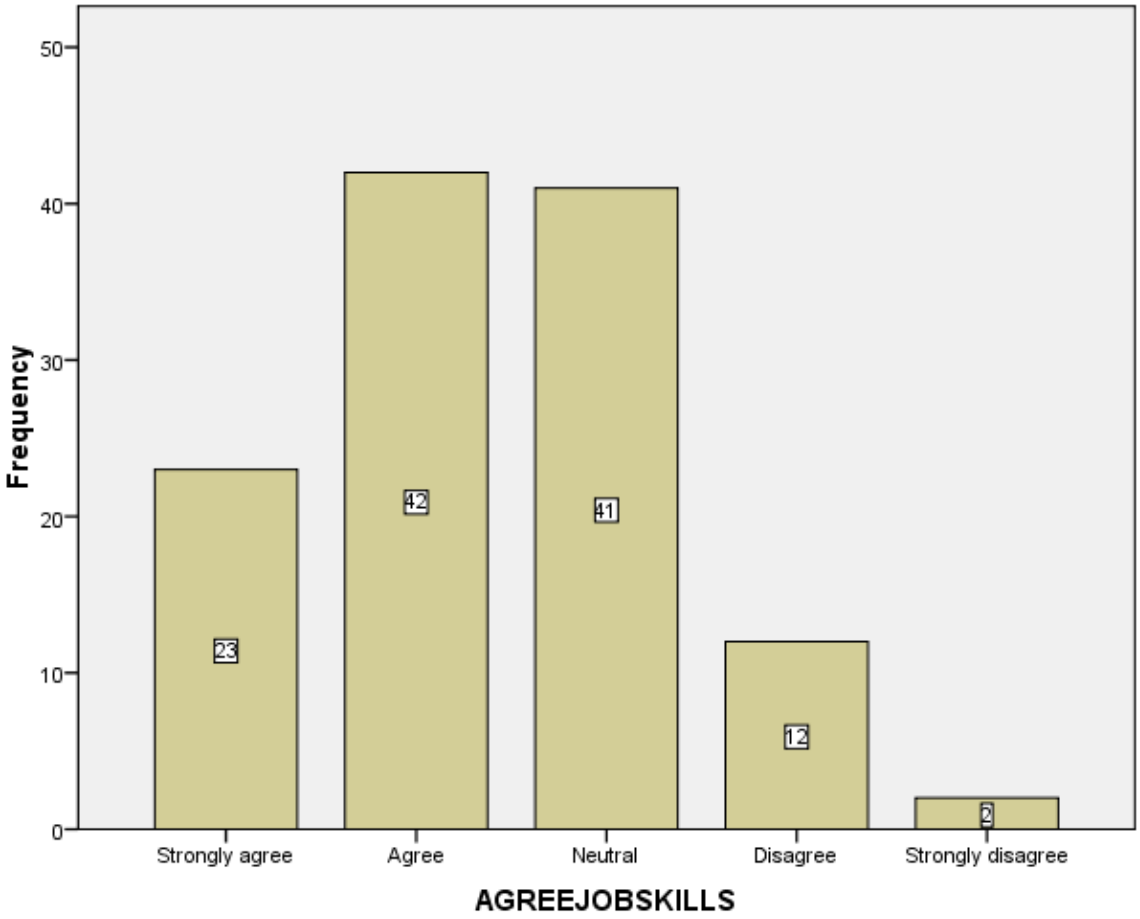


**TABLE 4.15**

**TABLE SHOWING ON ACCEPT THAT YOU'RE SUPERVISOR COUNCIL WHEN YOU MAKE MISTAKE**

| SUPERVISOR COUNCIL | FREQUENCY | PERCENTAGE |
|---|---|---|
| Yes | 71 | 59.2 |
| No | 49 | 40.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.15 shows that supervisor council for employee when they make mistake. 59.2% of the employees are said yes for the supervisor council and 40.8% of the employees are said no for the supervisor council.

Majority 59.2% of the employees are said yes for the supervisor council during they make mistake.

**CHART 4.15**

**CHART SHOWING ON ACCEPT THAT YOU'RE SUPERVISOR COUNCIL WHEN YOU MAKE MISTAKE**

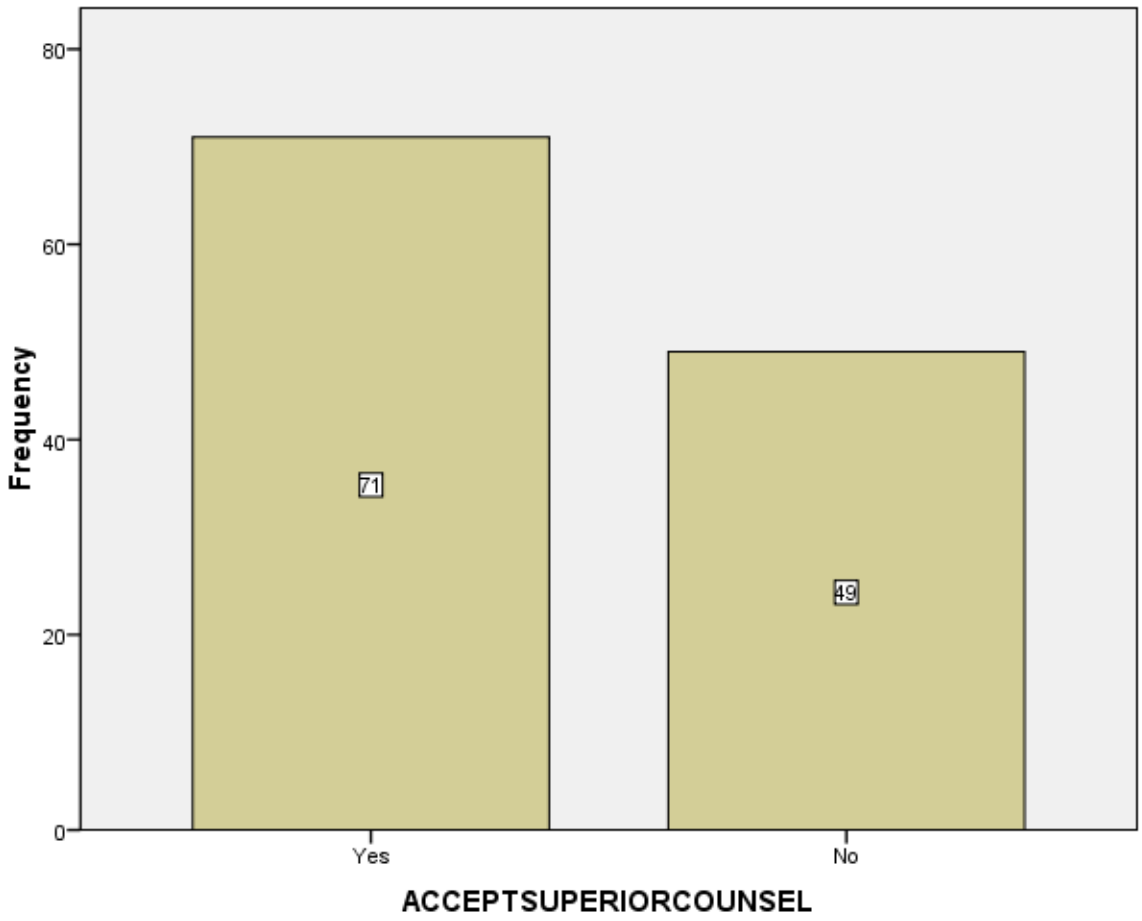



**TABLE 4.16**

**TABLE SHOWING ON SUPERVISOR PERIODICALLY RAINFORCE AND SUPPORT SYSTEM**

| SUPPORT SYSTEM | FREQUENCY | PERCENTAGE |
|---|---|---|
| Some what | **56** | **46.7** |
| To a great extent | **64** | **53.3** |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.15 shows that supervisor periodically reinforce and support the system. 53.3% of the employees are said somewhat for support system and 46.7%of the employees are said to a great extent for support system.

Majority 53.3% of the employees are said to a great extent for supervisor support system.

**CHART 4.16**

**CHART SHOWING ON SUPERVISOR PERIODICALLY RAINFORCE AND SUPPORT SYSTEM**

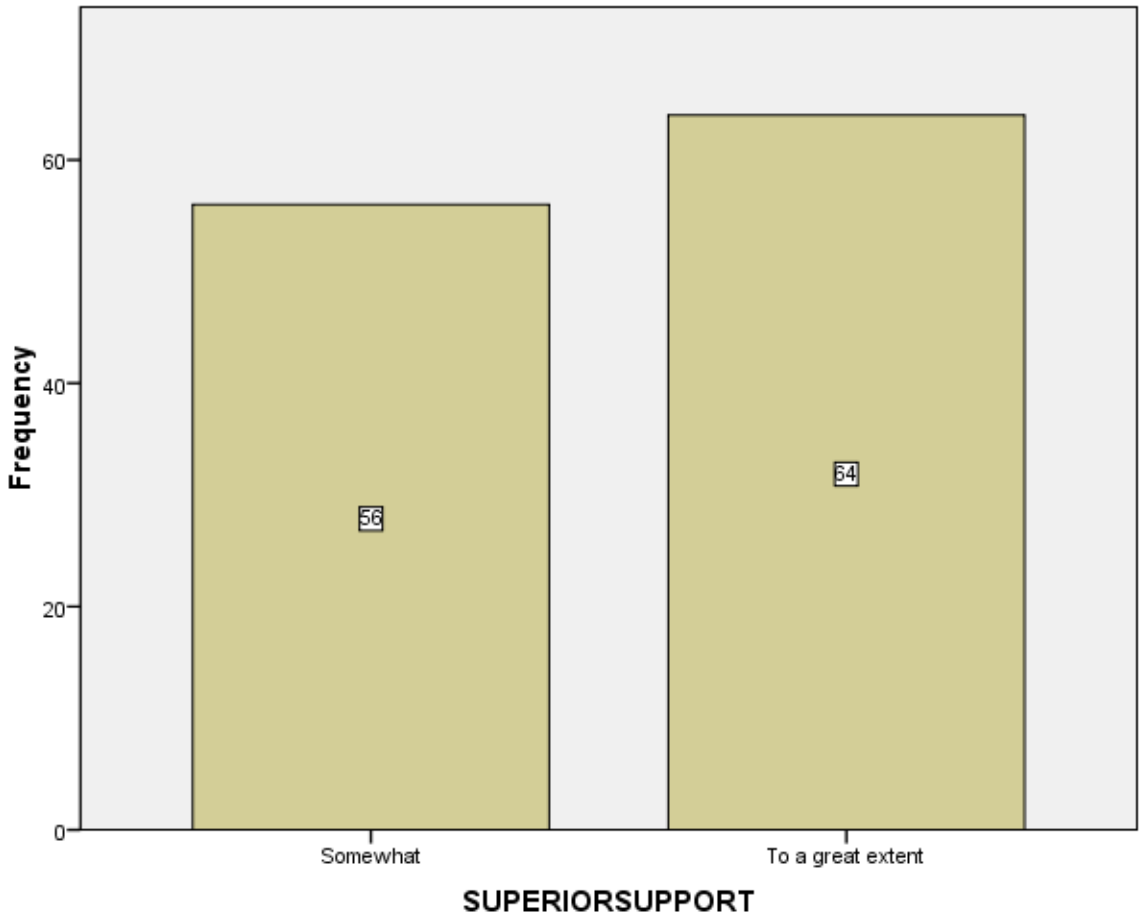


**TABLE 4.17**

**TABLE SHOWING ON SATISFACTION TOWARDS THE MONETARY BENEFIT PROVIDE BY THE CONSTRUCTION**

| BENEFIT PROVIDE | FREQUENCY | PERCENTAGE |
|---|---|---|
| Highly satisfied | 34 | 28.3 |
| Satisfied | 47 | 39.2 |
| Neutral | 19 | 15.8 |
| Dissatisfied | 13 | 10.8 |
| Highly dissatisfied | 7 | 5.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.16 shows that satisfaction towards the monetary benefit. 39.2% of the employees are said satisfied, 28.3% of the employees are said highly satisfied, 15.8% of the employees are said neutral, 10.8% of the employees are said dissatisfied and 5.8% of the employees are said highly dissatisfied.

Majority 39.2% of the employees are said satisfied about the monetary benefit provide by the organization.

**CHART 4.17**

**CHART SHOWING ON SATISFACTION TOWARDS THE MONETARY BENEFIT PROVIDE BY THE CONSTRUCTION**

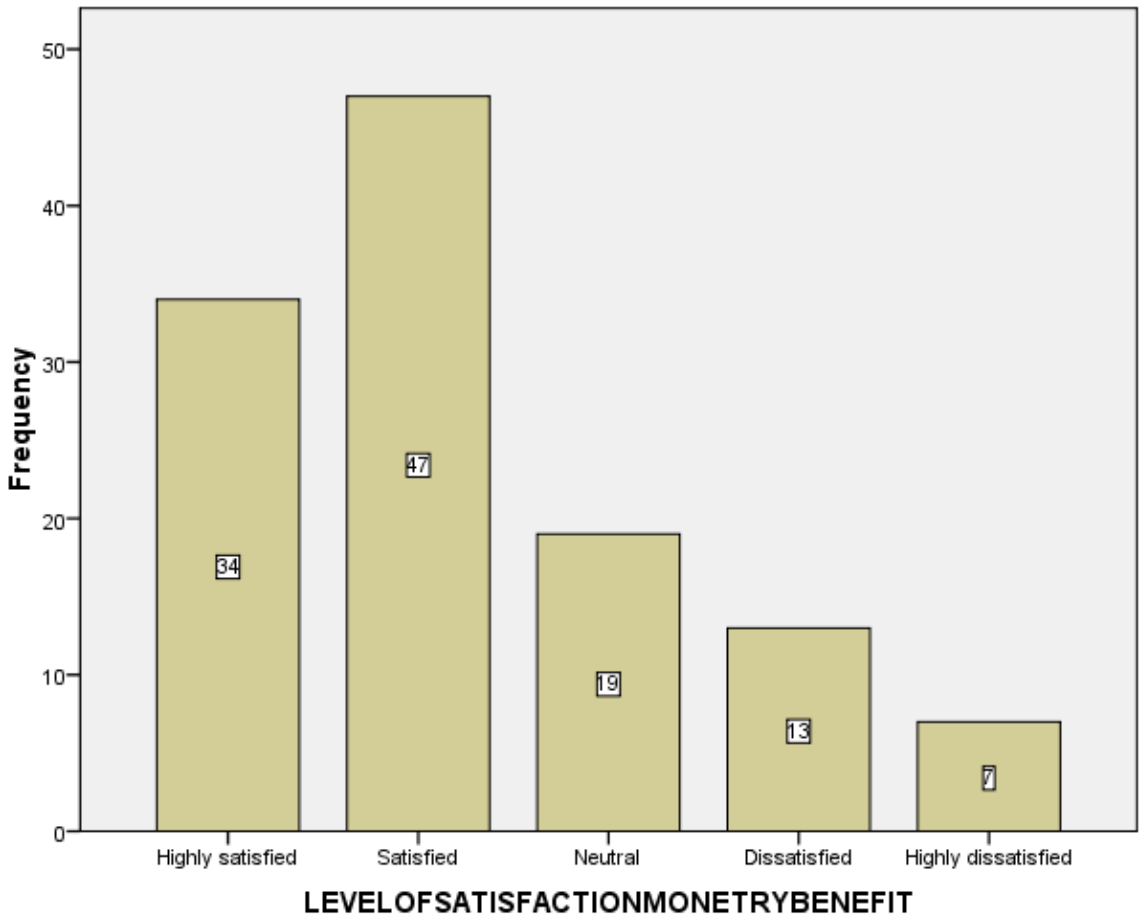


**TABLE 4.18**

**COMPANY TAKES CARE OF YOUR CAREER**

| YOUR CAREER | FREQUENCY | PERCENTAGE |
|---|---|---|
| To great extent | 45 | 37.5 |
| Not at all | 49 | 40.8 |
| Somewhat | 26 | 21.7 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.18 shows that company care about the employee.40.8% of the employees are said not at all about the company care, 37.5% of the employees are said to a great extent and 21.7% of the employees are said somewhat about the company care.

Majority 40.8% of the employees are said not at all about the company care.

**CHART 4.18**

**CHART SHOWING COMPANY TAKES CARE OF YOUR CAREER**

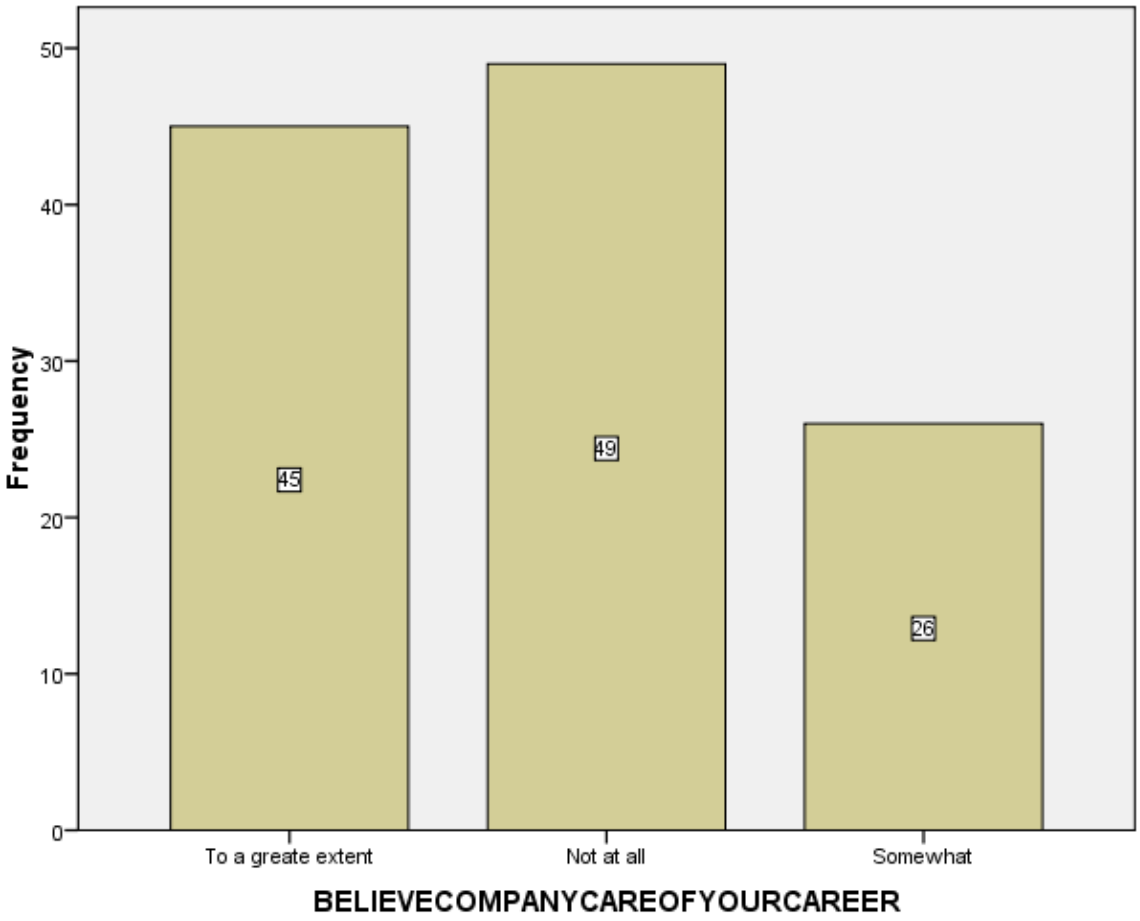



**TABLE 4.19**

**TABLE SHOWING ON AWARENESS ABOUT THEIR TARGET AND OBJECTIVE OF THE COMPANY**

| AWARENESS | FREQUENCY | PERCENTAGE |
|---|---|---|
| To great extent | 22 | 18.3 |
| Not at all | 54 | 45.0 |
| Somewhat | 44 | 36.7 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.19 shows that awareness about their target and objective of the company. 45.0% of the employees are said not at all about their target and objective of the company, 36.7% of the employees are said to somewhat and 18.3% of the employees are said a great extent about the company target and objective.

Majority 45.0% of the employees are said not at all about their target and objective of the company.

**CHARTT 4.19**

**CHART SHOWING ON AWARENESS ABOUT THEIR TARGET AND OBJECTIVE OF THE COMPANY**

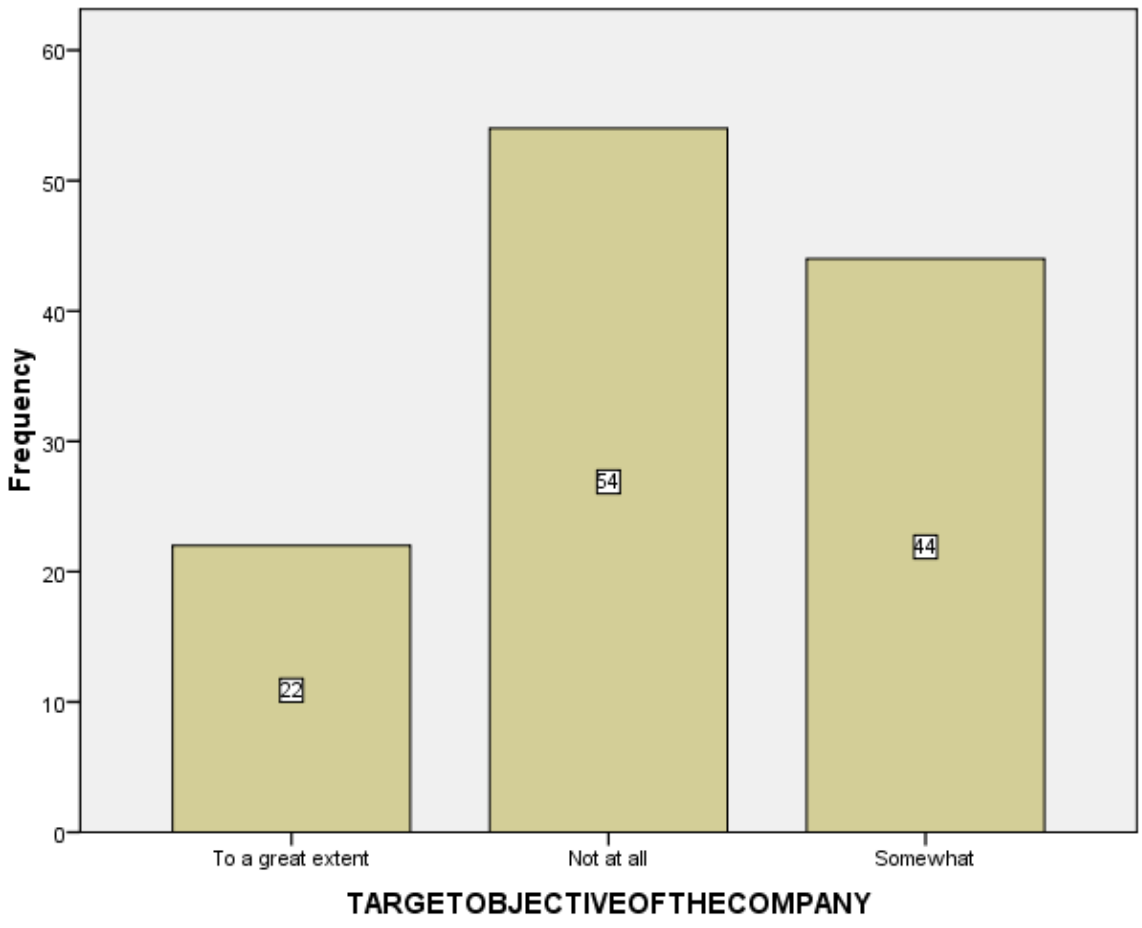


**TABLE 4.20**

**TABLE SHOWING ON FEEL THE PREVAILING CONDITION ALLOW YOU TO DO YOUR JOB EFFECTIVELY**

| DO YOUR JOB EFFECTIVELY | FREQUENCY | PERCENTAGE |
|---|---|---|
| Yes | 53 | 44.2 |
| No | 67 | 55.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The table 3.20 shows that prevailing condition allow the employee to do their job effectively. 55.8% of the employees are said yes for doing their job effectively and 44.2% of the employees are said no for doing their job effectively.

Majority 55.8% of the employees are said yes for doing their job effectively in the prevailing condition.

**CHART 4.20**

**CHART SHOWING ON FEEL THE PREVAILING CONDITION ALLOW YOU TO DO YOUR JOB EFFECTIVELY**

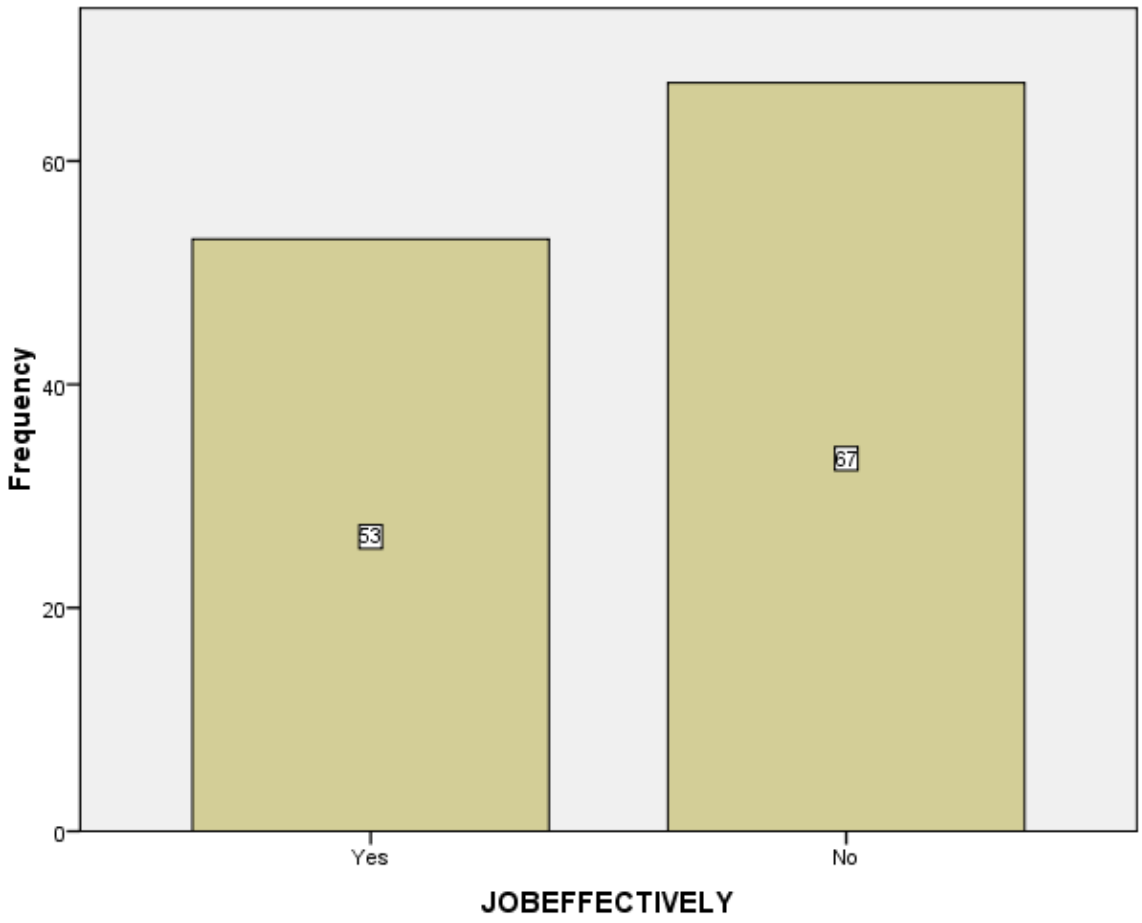



**TABLE 4.21**

**TABLE SHOWING ON PROVIDE WITH ADEQUATE VENTILATION FACILITIES**

| VENTILATION FACILITIES | FREQUENCY | PERCENT |
|---|---|---|
| More than adequate | 53 | 44.2 |
| Adequate | 67 | 55.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The TABLE 3.21 shows that provide with adequate ventilation facilities. 55.8% of the employees are said more than inadequate ventilation facilities are provided, 44.2% of the employees are said adequate ventilation facilities are provided.

Majority 40.0% of the employees are said adequate ventilation facilities are provided.

**CHART 4.21**

**CHART SHOWING ON PROVIDE WITH ADEQUATE VENTILATION FACILITIES**

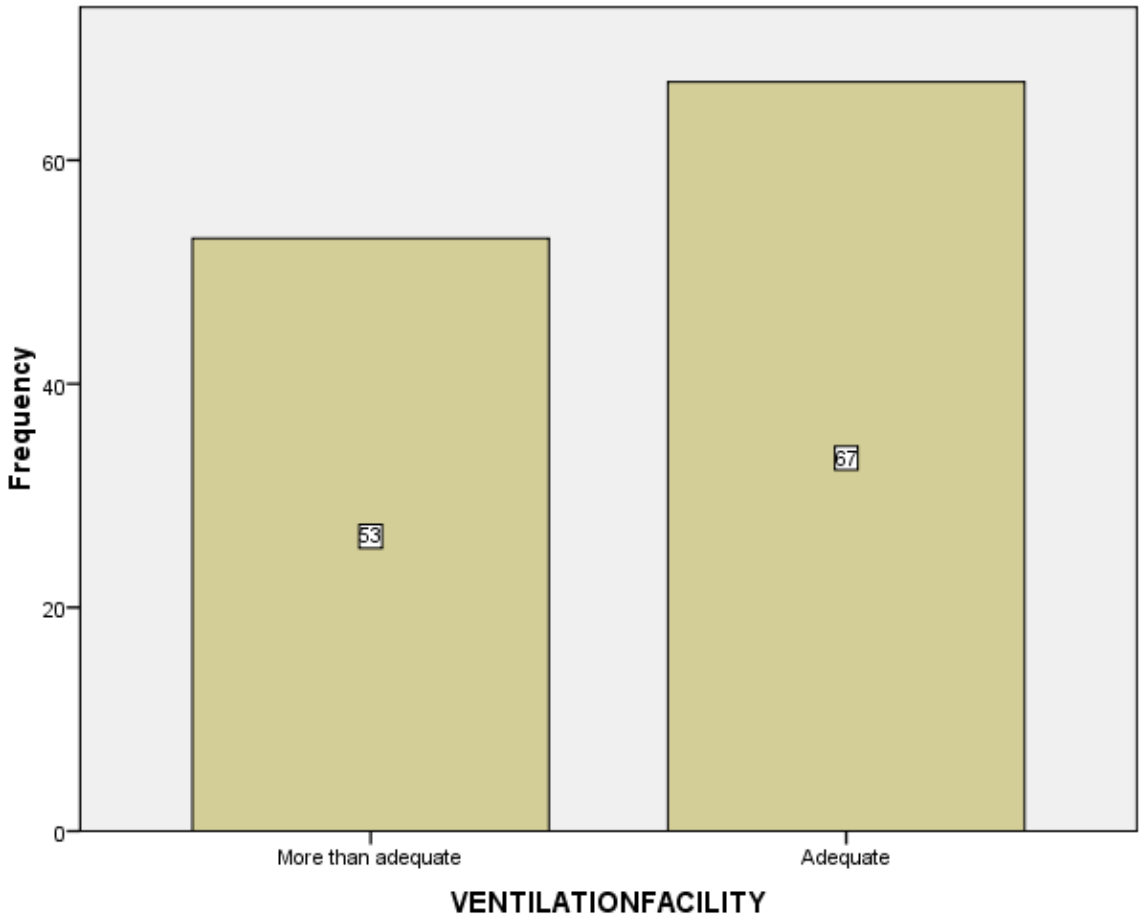


**TABLE 4.22**

**TABLE SHOWING ON PROVIDE WITH SUFFICIENT LIGHTING PROVIDE IN THE WORK AREA**

| PROVIDE IN THE WORK AREA | FREQUENCY | PERCENTAGE |
|---|---|---|
| More than adequate | 35 | 29.2 |
| Adequate | 48 | 40.0 |
| Inadequate | 37 | 30.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The TABLE 3.22 shows that provide with sufficient lighting facilities in the work area. 40.0% of the employees are said adequate lighting facilities are provided, 30.8% of the employees are said inadequate and 29.2% of the employees are said more than adequate lighting facilities are provided.

Majority 40.0% of the employees are said adequate lighting facilities are provided in the work area.

**CHART 4.22**

**CHARTE SHOWING ON PROVIDE WITH SUFFICIENT LIGHTING PROVIDE IN THE WORK AREA**

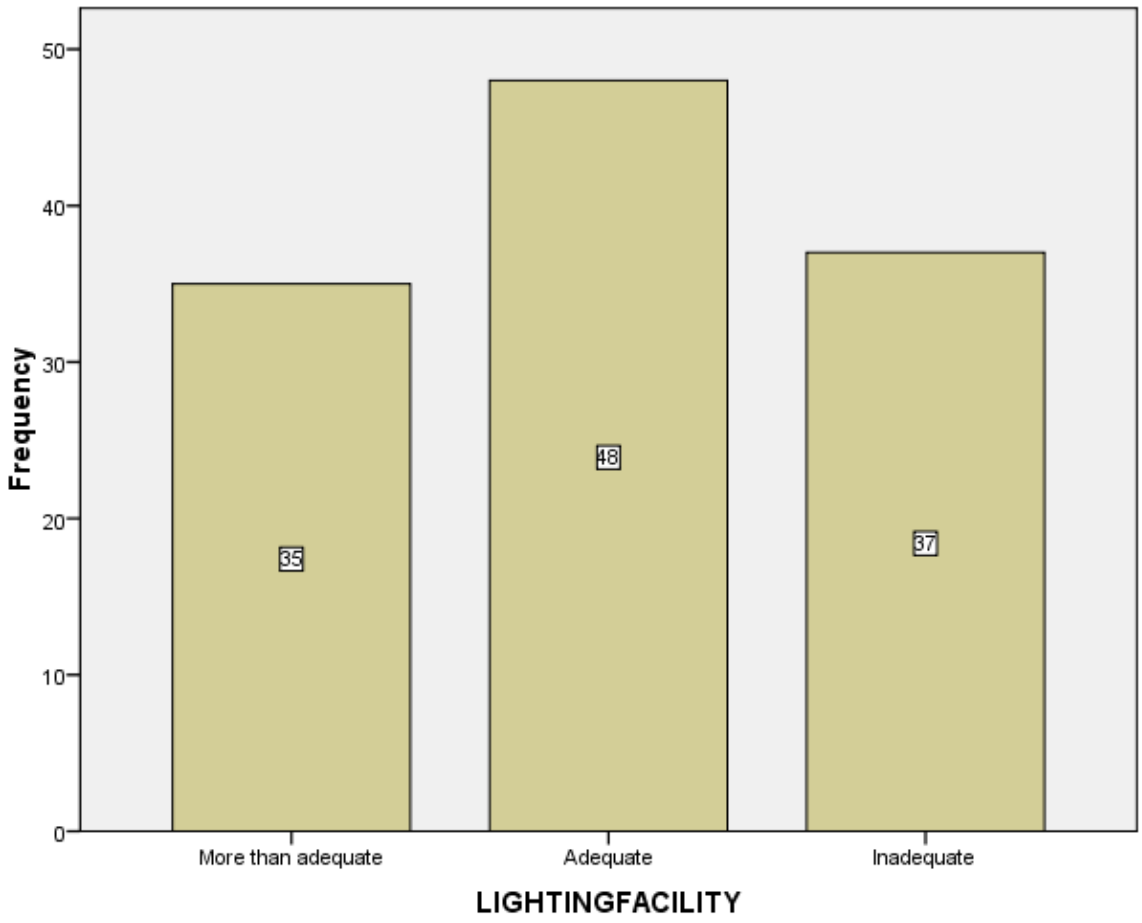



**TABLE 4.23**

**TABLE SHOWING ON RATING TOWARDS THE MEDICAL AND FAMILY WELFARE SCHEMES PROVIDED BY THE COMPANY**

| MEDICAL AND FAMILY WELFARE SCHEMES | FREQUENCY | PERCENTAGE |
|---|---|---|
| Very good | 19 | 15.8 |
| Good | 41 | 34.2 |
| Neutral | 47 | 39.2 |
| Bad | 13 | 10.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The TABLE 3.23 shows that rating towards the medical and family schemes. 39.2% of the employees are said rating is neutral, 34.2% of the employees are said rating is good, 15.8% of the employees are said rating is very good and 10.8% of the employees are said rating is bad.

Majority 39.2% of the employees are said rating towards the medical and family schemes are neutral.

**CHART 4.23**

**CHART SHOWING ON RATING TOWARDS THE MEDICAL AND FAMILY WELFARE SCHEMES PROVIDED BY THE COMPANY**

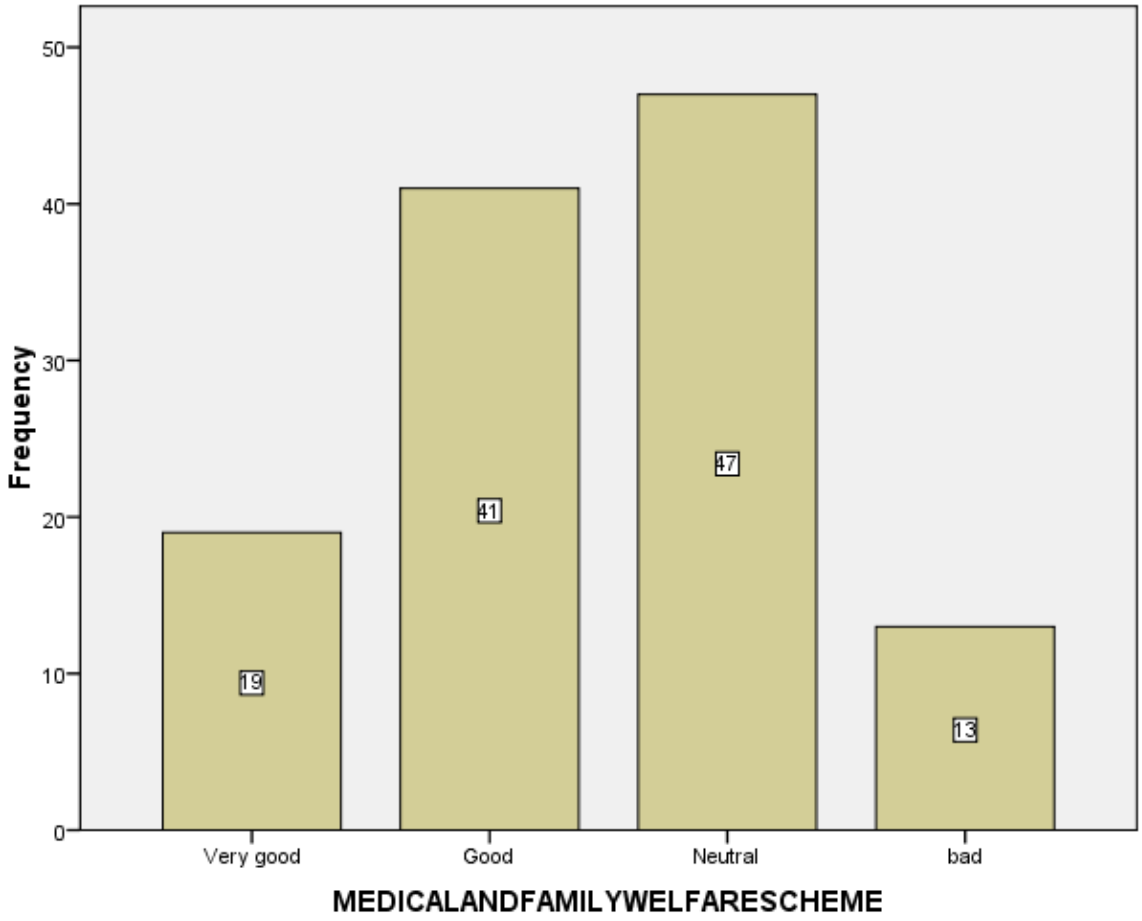


**TABLE 4.24**

**TABLE SHOWING ON TIME TAKEN AFTER APPLICATION OF EMERGENCY LOAN IN THE COMPANY**

| EMERGENCY LOAN | FREQUENCY | PERCENTAGE |
|---|---|---|
| Immediate | 20 | 16.7 |
| Delayed | 63 | 52.5 |
| Take long time | 37 | 30.8 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The TABLE 3.24 shows that time taken after application of emergency loan in the company. 52.5% of the employees are said time taken for emergency loan was a delayed process, 30.8% of the employees are said emergency loan take long time and 16.7% of the employees are said emergency loan is an immediate process.

Majority 52.5% of the employees are said time taken for application of emergency loan was a delayed process.

**CHART 4.24**

**CHART SHOWING ON TIME TAKEN AFTER APPLICATION OF EMERGENCY LOAN IN THE COMPANY**

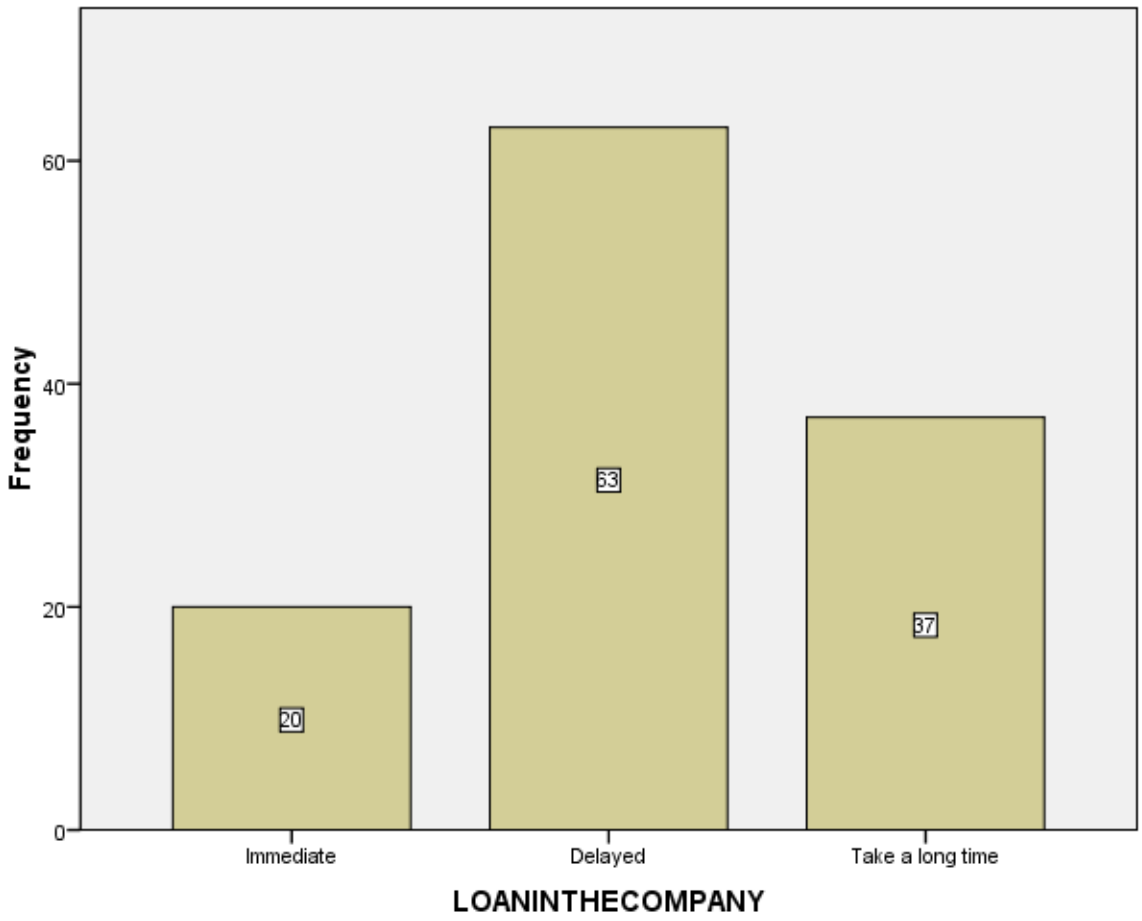


**TABLE 4.25**

**TABLE SHOWING ON FEEL THAT YOU ADEQUATE SUPPORT TO DO YOUR JOB**

| FEEL ABOUT JOB | FREQUENCY | PERCENTAGE |
|---|---|---|
| Highly agree | 25 | 20.8 |
| Agree | 44 | 36.7 |
| Neutral | 40 | 33.3 |
| Disagree | 8 | 6.7 |
| Highly disagree | 3 | 2.5 |
| **Total** | **120** | **100.0** |

**Source: Primary data**

**INTERPRETATION:**

The TABLE 3.14 shows that feel about the adequate support system for doing their job. 36.7% of the employees are said agree for adequate support system, 33.3% of the employees are said neutral, 20.8% of the employees are said highly agree, 6.7% of the employees are said disagree and 2.5% of the employees are said highly disagree adequate support system.

Majority 33.3% of the employees are said agree for adequate support system provided in the company for doing their job.

**CHART 4.25**

**CHART SHOWING ON FEEL THAT YOU ADEQUATE SUPPORT TO DO YOUR JOB**

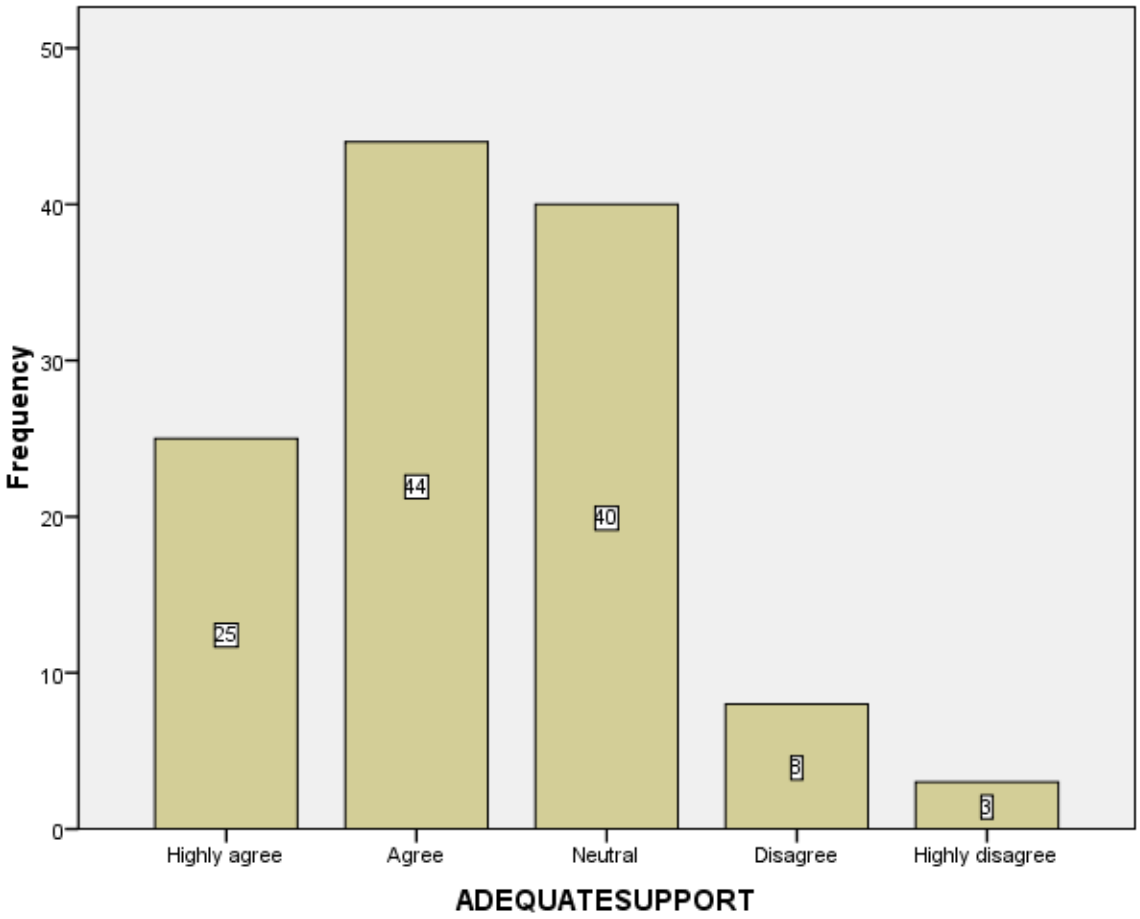


**TABLE NO 4.26**

**MANAGEMENT INTEREST IN PERFORMANCE MANAGEMENT**

| S.NO | MANAGEMENT INTEREST IN PERFORMANCE MANAGEMENT | NO. OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|---|
| 1 | Strongly agree | 37 | 30.8% |
| 2 | Quit agree | 32 | 26.7% |
| 3 | Agree | 28 | 23.3% |
| 4 | Disagree | 17 | 14.2% |
| 5 | Strongly disagree | 6 | 5.0% |
| | **Total** | **120** | **100.0%** |

**Sources: Primary Data**

**INTERPRETATION**

The above table inferred that Management interest in performance management, 30.8% of the respondents are strongly agree in management interest in performance management, 26.7% of the respondents are quit agree in management interest in performance management, 23.3% of the respondents are agree in management interest in performance management, 14.2% of the respondents are disagree in management interest in performance management and remaining 5.0% of the respondents are strongly disagree in management interest in performance management.

Majority 30.8% of the respondents are strongly agree in management interest in performance management.

**CHART NO 4.26**

**MANAGEMENT INTEREST IN PERFORMANCE MANAGEMENT**

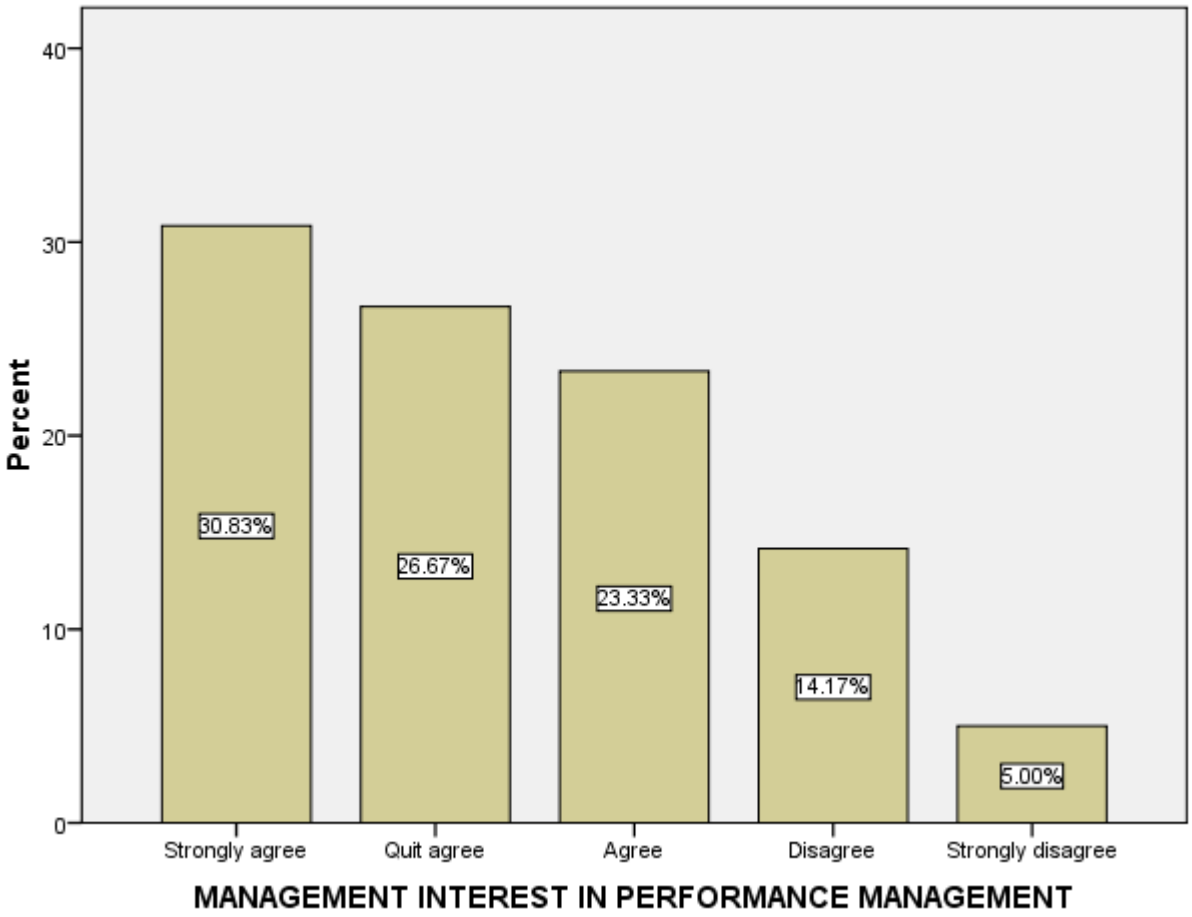


**TABLE NO 4.27**

**SATISFACTION LEVEL OF PRESENT APPRAISAL SYSTEM**

| S.NO | SATISFACTION LEVEL OF PRESENT APPRAISAL SYSTEM | NO. OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|---|
| 1 | Satisfied | 43 | 35.8% |
| 2 | Highly satisfied | 39 | 32.5% |
| 3 | Neutral | 19 | 15.8% |
| 4 | Dissatisfied | 13 | 10.8% |
| 5 | Highly dissatisfied | 6 | 5.0% |
| | **Total** | **120** | **100.0%** |

**Sources: Primary Data**

**INTERPRETATION**

The above table shows that satisfaction level of present appraisal system, 35.8% of the respondents are satisfied in present appraisal system, 32.5% of the respondents are highly satisfied in present appraisal system, 15.8% of the respondents are neutral in present appraisal system, 10.8% of the respondents are dissatisfied in present appraisal system and remaining 5.0% of the respondents are highly dissatisfied in present appraisal system.

Majority 35.8% of the respondents are satisfied in present appraisal system.

**CHART NO 4.27**

**SATISFACTION LEVEL OF PRESENT APPRAISAL SYSTEM**

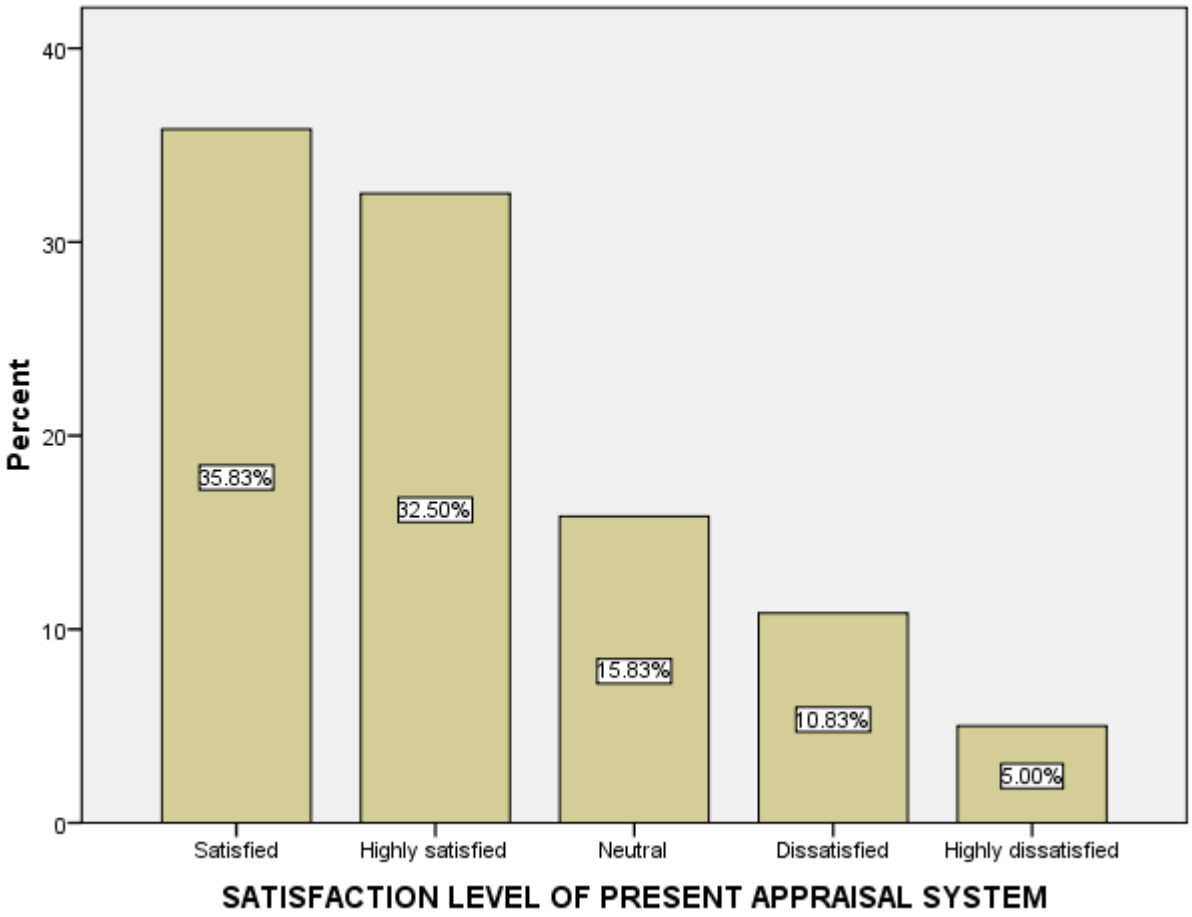


**TABLE NO 4.28**

**EFFECTIVE IN INCREASING PRODUCTIVITY**

| S.NO | EFFECTIVE IN INCREASING PRODUCTIVITY | NO. OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|---|
| 1 | Strongly agree | 43 | 35.8% |
| 2 | Quit agree | 32 | 26.7% |
| 3 | Agree | 29 | 24.2% |
| 4 | Disagree | 12 | 10.0% |
| 5 | Strongly disagree | 4 | 3.3% |
| | **Total** | **120** | **100.0%** |

**Sources: Primary Data**

**INTERPRETATION**

The above table inferred that performance management is effective in increasing productivity, 35.8% of the respondents are strongly agree in increasing productivity, 26.7% of the respondents are quit agree in increasing productivity, 24.2% of the respondents are agree in increasing productivity, 10.0% of the respondents are disagree in increasing productivity and remaining 3.3% of the respondents are strongly disagree in increasing productivity.

Majority 35.8% of the respondents are strongly agree in increasing productivity.

**CHART NO 4.28**

**EFFECTIVE IN INCREASING PRODUCTIVITY**

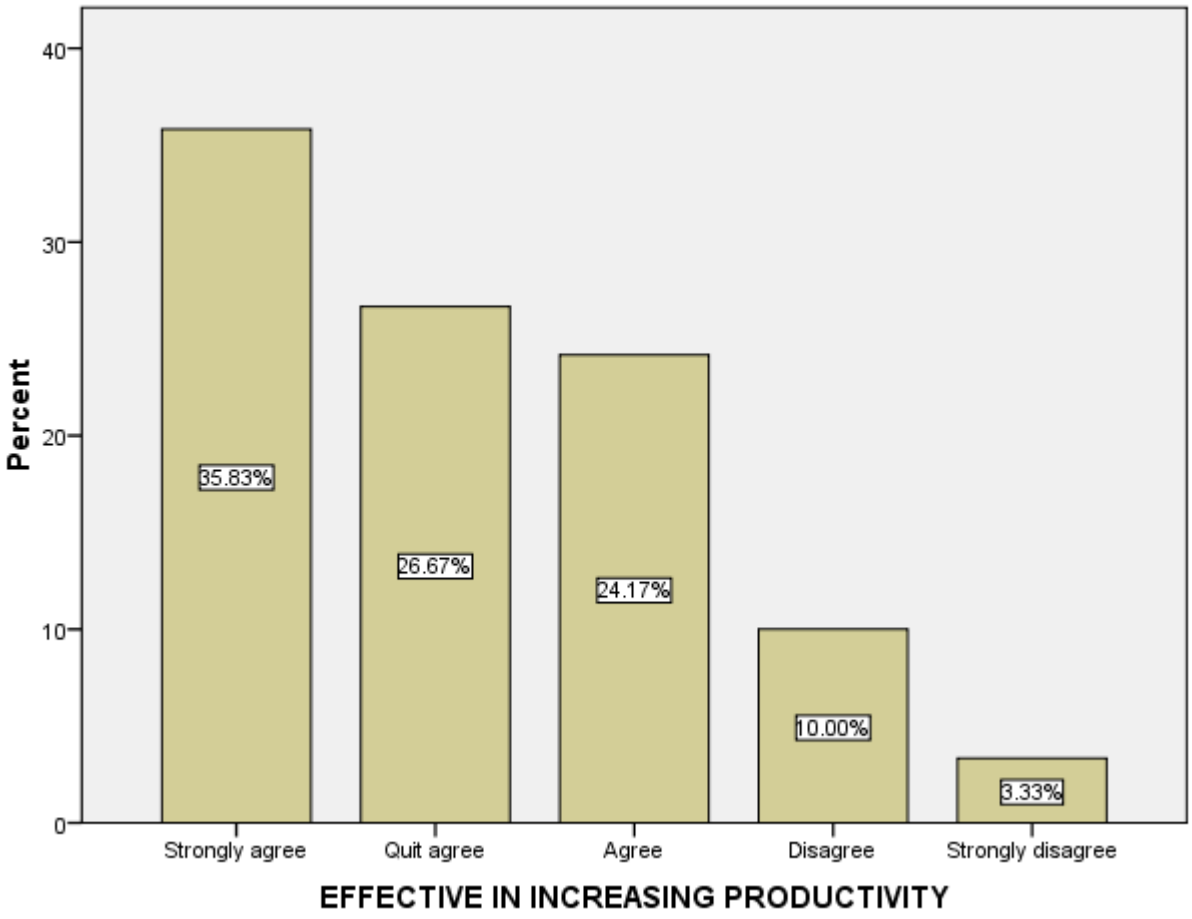


**TABLE NO 4.29**

**HELP TO REALIZE STRENGTH AND WEAKNESS**

| S.NO | HELP TO REALIZE STRENGTH AND WEAKNESS | NO. OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|---|
| 1 | Strongly agree | 43 | 35.8% |
| 2 | Quit agree | 32 | 26.7% |
| 3 | Agree | 22 | 18.3% |
| 4 | Disagree | 17 | 14.2% |
| 5 | Strongly disagree | 6 | 5.0% |
| | **Total** | **120** | **100.0%** |

**Sources: Primary Data**

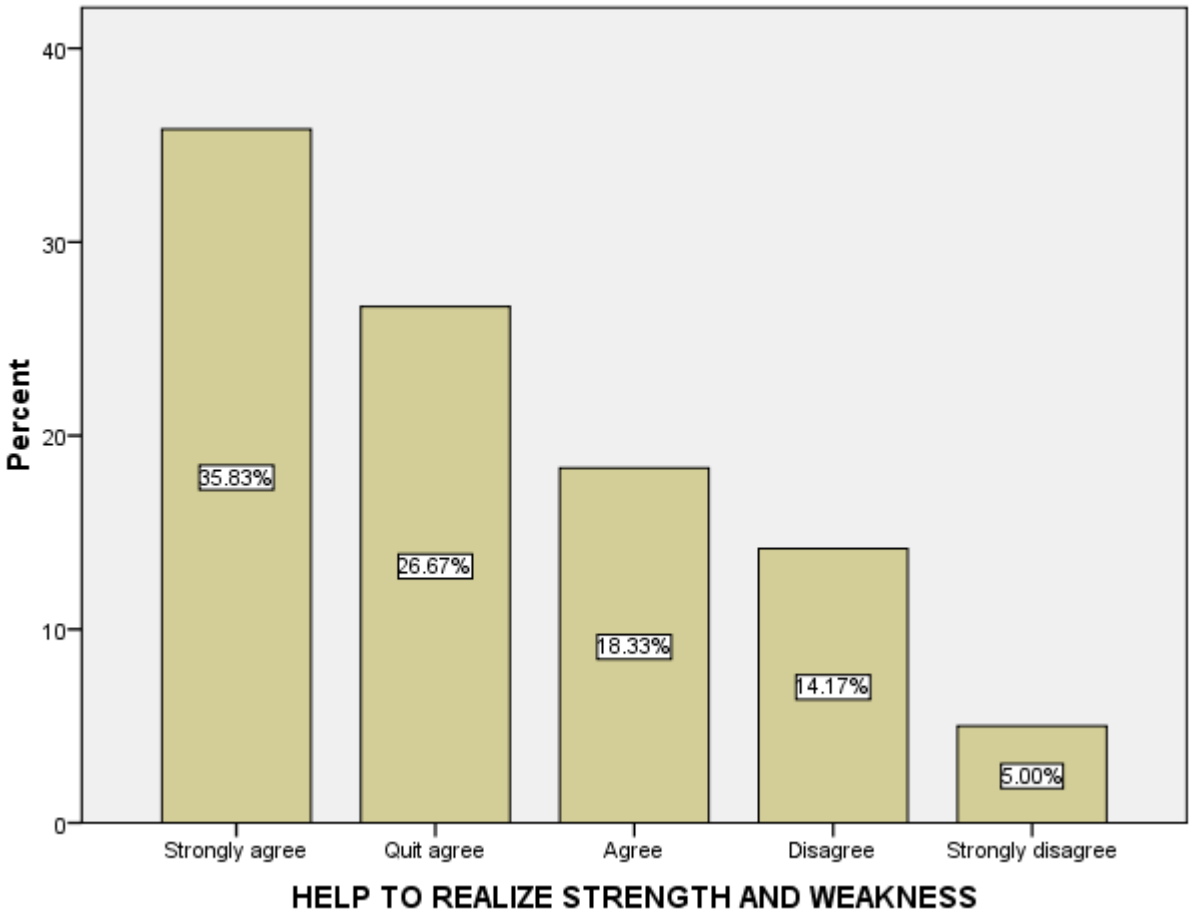
**INTERPRETATION**

The above table shows that performance management help to realize strength and weakness, 35.8% of the respondents are strongly agree in help to realize strength and weakness, 26.7% of the respondents are quit agree in help to realize strength and weakness, 18.3% of the respondents are agree in help to realize strength and weakness, 14.2% of the respondents are disagree in help to realize strength and weakness and remaining 5.0% of the respondents are strongly disagree in help to realize strength and weakness.

Majority 35.8% of the respondents are strongly agreed in help to realize strength and weakness.

**CHART NO 4.29**

**HELP TO REALIZE STRENGTH AND WEAKNESS**



## TESTING OF HYPOTHESIS

### TABLE 4.30

**Null Hypothesis**

H0: There is no significant difference between experience and rewards received.

**Alternative Hypothesis**

H1: There is significant difference between experience and rewards received.

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| EXPERIENCE * REWARDS RECEIVED | 120 | 99.2% | 1 | .8% | 121 | 100.0% |

**EXPERIENCE * REWARDSRECEIVED Cross tabulation**

| | | REWARDSRECEIVED | | | | |
|---|---|---|---|---|---|---|
| | | Appreciation | Promotion | By incentives | Others | Total |
| EXPERIENCE | 5 to 10 years | 19 | 12 | 0 | 0 | 31 |
| | 10 to 15 years | 0 | 40 | 6 | 0 | 46 |
| | less than 5 years | 0 | 0 | 30 | 13 | 43 |
| Total | | 19 | 52 | 36 | 13 | 120 |

**Chi-Square Tests**

| | Value | df | Asymp. Sig. (2-sided) |
|---|---|---|---|
| Pearson Chi-Square | 1.532E2[a] | 6 | .000 |
| Likelihood Ratio | 171.771 | 6 | .000 |
| N of Valid Cases | 120 | | |

4 cells (33.3%) have expected count less than 5. The minimum expected count is 3.36.

**Interpretation**

Hence the value is less than 0.05, we accept null hypothesis and reject alternate hypothesis. So there is no significant difference between experience and rewards received.

**TABLE 4.31**

**Null Hypothesis**

H0: There is no significant difference between educational qualification and level of satisfaction monetary benefit.

**Alternative Hypothesis**

H1: There is significant difference between educational qualification and level of satisfaction monetary benefit.

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| Educational qualification * Level of satisfaction monetary benefit | 121 | 100.0% | 0 | .0% | 121 | 100.0% |

**Educational qualification * Level of satisfaction monetary benefit Cross tabulation**

| | | LEVELOFSATISFACTIONMONETRYBENEFIT | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | Highly satisfied | Satisfied | Neutral | Dissatisfied | Highly dissatisfied | Total |
| educational qualification | | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | SSLC | 0 | 13 | 0 | 0 | 0 | 0 | 13 |
| | HSC | 0 | 21 | 14 | 0 | 0 | 0 | 35 |
| | Diploma | 0 | 0 | 33 | 1 | 0 | 0 | 34 |
| | Graduation | 0 | 0 | 0 | 18 | 7 | 0 | 25 |
| | PG | 0 | 0 | 0 | 0 | 6 | 7 | 13 |
| Total | | 1 | 34 | 47 | 19 | 13 | 7 | 121 |

**Chi-Square Tests**

| | Value | df | Asymp. Sig. (2-sided) |
|---|---|---|---|
| Pearson Chi-Square | 3.799E2[a] | 25 | .000 |
| Likelihood Ratio | 249.328 | 25 | .000 |
| N of Valid Cases | 121 | | |

26 cells (72.2%) have expected count less than 5. The minimum expected count is .01.

**Interpretation**

Hence the value is less than 0.05, we accept null hypothesis and reject alternate hypothesis. So there is no significant difference between educational qualification and level of satisfaction monetary benefit.

**TABLE 4.32**

**CORRELATIONS**

| | | AGE | EXPERIENCE | MONTHLYINCOME |
|---|---|---|---|---|
| AGE | Pearson Correlation | 1 | .792** | .792** |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 120 | 120 | 120 |
| EXPERIENCE | Pearson Correlation | .792** | 1 | .941** |
| | Sig. (2-tailed) | .000 | | .000 |
| | N | 120 | 120 | 120 |
| MONTHLYINCOME | Pearson Correlation | .792** | .941** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 120 | 120 | 120 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | |

**NONPARAMETRIC CORRELATIONS**

| | | | AGE | EXPERIENCE | MONTHLY INCOME |
|---|---|---|---|---|---|
| Kendall's tau_b | AGE | Correlation Coefficient | 1.000 | .775** | .788** |
| | | Sig. (2-tailed) | . | .000 | .000 |
| | | N | 120 | 120 | 120 |
| | EXPERIENCE | Correlation Coefficient | .775** | 1.000 | .934** |
| | | Sig. (2-tailed) | .000 | . | .000 |
| | | N | 120 | 120 | 120 |
| | MONTHLYINCOME | Correlation Coefficient | .788** | .934** | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | . |
| | | N | 120 | 120 | 120 |
| Spearman's rho | AGE | Correlation Coefficient | 1.000 | .841** | .847** |
| | | Sig. (2-tailed) | . | .000 | .000 |
| | | N | 120 | 120 | 120 |
| | EXPERIENCE | Correlation Coefficient | .841** | 1.000 | .953** |
| | | Sig. (2-tailed) | .000 | . | .000 |
| | | N | 120 | 120 | 120 |
| | MONTHLYINCOME | Correlation Coefficient | .847** | .953** | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | . |
| | | N | 120 | 120 | 120 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | |

**RESULT**

This is positives correlation relationship between age, experience and monthly income.

# CHAPTER – V

# FINDINGS SUGGESTION AND CONCLUSION

## 5.1 FINDINGS

1. Majority of the respondents are between 19 years old and below 25 years old.
2. Majority of the respondents are male.
3. Majority of the respondents are having their HSC education.
4. Majority of the respondents are having 10 to 15 years of experience.
5. Majority of the respondents are having monthly income of Rs.5000 – 10000.
6. Majority 36.7% of the employees are satisfied with infrastructure facilities.
7. Majority 64.2% of the employees are satisfied towards the reward for good work.
8. Majority 43.3% of the employees are said promotion.
9. Majority 43.3% of the employees are participated in not at all.
10. Majority 45.8% of the employees are said not at all job security.
11. Majority 31.7% of the employees are said compensating adequately is the retention of employees.
12. Majority 31.7% of the employees are said other factors are the criteria for employee share on profit.
13. Majority 33.3% of the employees are said neutral for the best methods of work.
14. Majority 35.0% of the employees are said agree for possess necessary job skill.
15. Majority 59.2% of the employees are said yes for the supervisor council during they make mistake.
16. Majority 53.3% of the employees are said to a great extent for supervisor support system.
17. Majority 39.2% of the employees are said satisfied about the monetary benefit provide by the organization.
18. Majority 40.8% of the employees are said not at all about the company care.
19. Majority 45.0% of the employees are said not at all about their target and objective of the company.
20. Majority 55.8% of the employees are said yes for doing their job effectively in the prevailing condition.
21. Majority 40.0% of the employees are said adequate ventilation facilities are provided.
22. Majority 40.0% of the employees are said adequate lighting facilities are provided in the work area.
23. Majority 39.2% of the employees are said rating towards the medical and family schemes are neutral.
24. Majority 52.5% of the employees are said time taken for application of emergency loan was a delayed process.
25. Majority 33.3% of the employees are said agree for adequate support system provided in the company for doing their job.

26. Majority 30.8% of the respondents are strongly agree in management interest in performance management.
27. Majority 35.8% of the respondents are satisfied in present appraisal system.
28. Majority 35.8% of the respondents are strongly agree in increasing productivity.
29. Majority 35.8% of the respondents are strongly agreed in help to realize strength and weakness.

## 5.2 SUGGESTIONS

1. The employees whose are working in the company, searching some other job due to work stress and at the same time the employees are just satisfied with the salary provided by the company. Hence, it is suggested that to rectify the problem by increasing employees. If the he company clearly elucidates the problem. The employees are motivated in their work and automatically company watch, improve the
2. Manufacture and increase the sales.
3. Training is very important in any company, the company may train their employees it may increase the production of the company.
4. The Company should encourage their employees by providing awards and rewards.
5. Some of the employees are feeling insecurity in their job, so the company encourages the employees.

## 5.3 CONCLUSION

This study has been conducted to know the organizational culture in the Garments industry, In the present trend, organizational culture is considered vital role for the successful performance of any organization which the Indian have stored practicing, A good organizational culture motives the employees to continue to work harder for the success to the organization. This study has been conducted in to find out the nature of existing climate in the organization. This study has helped me to have an insight information about the organization regular procedures and assisted me in gaining a practical knowledge about how important it is to have a good climate and how helps in individuals and organizational excellence.

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# A STUDY ON ORGANIZATION CULTURE AND ITS IMPACT ON EMPLOYEE'S PERFORMANCE TOWARDS PATSPIN INDIA LIMITED WITH REFERENCE TO KERALA

## QUESTIONNARIE

1. Name:
2. Age:

| | | | |
|---|---|---|---|
| Below 18 years | ( ) | 18 to 25 years | ( ) |
| 26 to 30 years | ( ) | above 35 years | ( ) |

3. Gender

| | | | |
|---|---|---|---|
| Male | ( ) | Female | ( ) |

4. Educational Qualification

| | | | |
|---|---|---|---|
| SSLC | ( ) | HSC | ( ) |
| Diploma | ( ) | Graduation | ( ) |
| PG | ( ) | | |

5. Years of Experience

| | | | |
|---|---|---|---|
| 5 to 10 years | ( ) | 10 years to 15 years | ( ) |
| Less than 5 years | ( ) | | |

6. Monthly Income

| | | | |
|---|---|---|---|
| Less than 5000 | ( ) | 5000 – 10000 | ( ) |
| 10000 – 20000 | ( ) | | |

**REWARDS AND LEVEL OF SATISFACTION:**

7. What is your opinion about satisfaction regarding the infrastructure facilities prevailing in the organization?

| | | | |
|---|---|---|---|
| Highly satisfied | ( ) | Satisfied | ( ) |
| Neutral | ( ) | Dissatisfied | ( ) |
| Highly Dissatisfied | ( ) | | |

8. Are you satisfied towards the reward for your good work?

| | | | |
|---|---|---|---|
| Yes | ( ) | No | ( ) |

9. Types of rewards received for the good work

| | | | |
|---|---|---|---|
| Appreciation | ( ) | Promotion | ( ) |
| By Incentives | ( ) | Others | ( ) |

10. Your Participation in the organization

| | | | |
|---|---|---|---|
| To a great extent | ( ) | Not at all | ( ) |
| Somewhat | ( ) | | |

11. To what extent you believe you are provided with sufficient job security?

| | | | |
|---|---|---|---|
| To a great extent | ( ) | Not at all | ( ) |
| Somewhat | ( ) | | |

**RETENTION POLICIES:**

12. What are the policies implemented by the organization for the long-term retention of employees?

| | | | |
|---|---|---|---|
| Accommodation Facilities | ( ) | Compensating Adequately | ( ) |
| Employees Growth opportunities | ( ) | Good working environment | ( ) |
| Rewards and Recognitions | ( ) | Home Loan facilities | ( ) |
| Others | ( ) | | |

13. What are the criteria for employee share on profit?

| | | | |
|---|---|---|---|
| Length of service | ( ) | Others | ( ) |
| Performance level | ( ) | Potential of the employee | ( ) |
| Role/ Position of an employee | ( ) | Salary earned | ( ) |

14. Did you accept that the organization adopts best methods of work?

| | | | |
|---|---|---|---|
| Agree | ( ) | Disagree | ( ) |
| Neutral | ( ) | Strongly agree | ( ) |
| Strongly Disagree | ( ) | | |

15. Do you agree that you possess necessary job skills?

| | | | |
|---|---|---|---|
| Strongly Agree | ( ) | Agree | ( ) |
| Neutral | ( ) | Disagree | ( ) |
| Strongly Disagree | ( ) | | |

**EMPLOYEE SATISFACTION:**

16. Do you accept that your supervisors counsel when you make mistakes?

| | | | |
|---|---|---|---|
| Yes | ( ) | No | ( ) |

17. To what extent did your supervisors periodically reinforce and support the system?

| | | | |
|---|---|---|---|
| Somewhat | ( ) | To a great extent | ( ) |

18. Your level of satisfaction towards the monetary benefits provided by the organization

| | | | |
|---|---|---|---|
| Highly satisfied | ( ) | Satisfied | ( ) |
| Neutral | ( ) | Dissatisfied | ( ) |
| Highly Dissatisfied | ( ) | | |

19. To what extent you believe that the company takes care of your career?

| | | | |
|---|---|---|---|
| To a great extent | ( ) | Not at all | ( ) |
| Somewhat | ( ) | | |

20. Your awareness about their targets and objectives of the company?

| | | | |
|---|---|---|---|
| To a great extent | ( ) | Not at all | ( ) |
| Somewhat | ( ) | | |

21. Do you feel that the prevailing conditions allow you to do your job effectively?

| | | | |
|---|---|---|---|
| Yes | ( ) | No | ( ) |

**WELFARE FACILITIES:**

22. Are you provided with adequate ventilation facilities

| | | | |
|---|---|---|---|
| More than adequate | ( ) | Adequate | ( ) |
| Inadequate | ( ) | | |

23. Are you provided with sufficient lighting facilities provided in the work area?

| | | | |
|---|---|---|---|
| More than adequate | ( ) | Adequate | ( ) |
| Inadequate | ( ) | | |

24. You're rating towards the medical and family welfare schemes provided by the company?

| | | | |
|---|---|---|---|
| Very good | ( ) | Good | ( ) |
| Neutral | ( ) | Bad | ( ) |

25. Time taken after application of emergency loan in the company

| | | | |
|---|---|---|---|
| Immediate | ( ) | Delayed | ( ) |
| Take a long time | ( ) | | |

26. Do you feel that you receive adequate support to do your job?

| | | | |
|---|---|---|---|
| Highly Agree | ( ) | Agree | ( ) |
| Neutral | ( ) | Disagree | ( ) |
| Highly Disagree | ( ) | | |

**PERFORMANCE MANAGEMENT**

27. How do you agree the management shows interest in performance management?

| | | | |
|---|---|---|---|
| a) Strongly agree | [ ] | b) Quite agree | [ ] |
| c) Agree | [ ] | d) Disagree | [ ] |
| e) Strongly disagree | [ ] | | |

28. How is your satisfaction level about the performance management system in your firm?

| | | | |
|---|---|---|---|
| a) Highly Satisfied | [ ] | b) Satisfied | [ ] |
| c) Neutral | [ ] | d) Dissatisfied | [ ] |
| e) Highly dissatisfied | [ ] | | |

29. How do you agree that performance management is effective in increasing the productivity?

| | | | |
|---|---|---|---|
| a) Strongly agree | [ ] | b) Quite agree | [ ] |
| c) Agree | [ ] | d) Disagree | [ ] |
| e) Strongly disagree | [ ] | | |

30. Does the performance management help to realize your strength and weakness of the Job?

| | | | |
|---|---|---|---|
| a) Strongly agree | [ ] | b) Quite agree | [ ] |
| c) Agree | [ ] | d) Disagree | [ ] |
| e) Strongly disagree | [ ] | | |

31. Please provide your valuable suggestion for the development of organisation culture

_____

_____