

A STUDY ON ORGANIZATIONAL CLIMATE AT ZENILINE GLOBAL LOGISTICS PRIVATE LIMITED, CHENNAI

Submitted in partial fulfilment of the requirements for the award of

Bachelor of Commerce

by

**DHAVAMANI S
(40740066)**



DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by
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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of DHAVAMANI (40740066) who carried out the Project Training at **"ZENILINE GLOBAL LOGISTICS PRIVATE LIMITED, CHENNAI"**

under our supervision for a period of 3 months from January 2023 to March 2023.

MS. SAI RAMYA K.

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31.03.2023

TO WHOMSOEVER IT MAY CONCERN

Sub: B.Com Project Completion letter

We hereby confirm that the below student studying final year B.Com in Sathyabama Institute Of Science And Technology, Chennai, has successfully completed the HR Project in our concern titled **“A STUDY ON ORGANIZATIONAL CLIMATE AT ZENILINE GLOBAL LOGISTICS PRIVATE LIMITED, CHENNAI”** from 09.01.2023 to 31.03.2023.

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We wish success in all the future endeavors.

For Zeniline Global Logistics Pvt Ltd,


Mariappan. M
HR Manager



ZENILINE GLOBAL LOGISTICS PRIVATE LIMITED

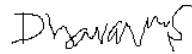
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DECLARATION

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DHAVAMANI S

A STUDY ON ORGANIZATIONAL CLIMATE AT ZENILINE GLOBAL LOGISTIC PRIVATE LIMITED, CHENNAI

Abstract

The project is entitled "A study on Organizational Climate at Zeniline Global Logistics Private Limited, Chennai". Organizational Climate studies the employees' perceptions and perspectives of an organization. The surveys address attitudes and concerns that help the organization work with employees to instil positive changes. Organizational climate surveys increase productivity. Climate surveys give employees a voice to assist in making desired transitions as smooth as possible. It also serves as a basis for quality improvements. An organisation gains a fresh and different perspective by identifying areas of inefficiency and acting on performance barriers identified by employees of all levels. Survey analysis identifies areas of employee satisfaction and dissatisfaction to facilitate management in the creation of greater workplace harmony and therefore increase productivity. Conclusions are drawn from the data, and recommendations are made to the management. Additionally, climate surveys can set future survey benchmarks, allowing more in-depth and time series analysis.

The study of the climate of an organization is necessary for an insight into important dimensions such as communication, cooperation, creativity, employee satisfaction, etc. All these factors determine the effectiveness of the organization. An organization is likely to be more effective if there is a two - way communication and employees are cooperative and have a better perception of the organization. Such employees have higher job satisfaction and feel committed to the organization. The productivity will also be higher. Thus, the climate has an important influence on the performance and satisfaction of employees. If the climate of an organization is favorable, there would be greater organizational effectiveness.

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INTRODUCTION

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

Climate for an organization is somewhat like the personality of a person. Just as every individual has a personality that makes each person unique, each organization has an organizational climate that clearly distinguishes its personality from other organizations. Every organization is different and has a unique feeling and character beyond its structural characteristics. Thus, every organization deals with its member distinctly through its policies on allocations of resources, communication patterns, rewards and penalties, leadership and decision-making style, etc. The organizational policy and conviction about all these and a cluster of other related activities influence the feelings, attitudes and behaviour of its members and result in the creation of a unique organizational climate.

The content of organizational climate has varied widely and they include almost all the important aspects of organizations such as structure, communication, leadership, Conflicts, reward system, interpersonal relationships organizational effectiveness, reasonability and so forth. It has been pointed out that the contents of the climate constructed by various researchers overlap with many other major concepts in organizational behaviours Glick, 1985). Such overlap seems to have promoted researchers to raise the question of how the concept of climate is different from other organizational variables, especially, structure and job satisfaction.

The main reason for doing this project on the topic of “Organizational Climate” is to identify how the employees are satisfied with their working conditions, how the Working conditions affect the Productivity of the individual, to know whether the Climate Provided insist the employees come out with the Views and Suggestions at the time of Decision Making, to know the communication of the employees with different levels management, to know whether there is an impact in the Productivity with the Rewards Provided and to know the competence of the Employees within the Same Organization and also with the Similar Organization.

1.1 INDUSTRY PROFILE

Logistics is regarded as the backbone of the economy, providing an efficient and cost-effective flow of goods on which other commercial sectors depend. The logistics industry in India is evolving rapidly, it is the interplay of infrastructure, technology and new types of service providers, which defines whether the logistics industry can help its customers reduce their costs in the logistics sector and provide effective services.

Despite the weak economic sentiments, the logistics industry continues to witness growth due to the growth in retail, e-commerce and manufacturing sectors. The Global Logistics sector was expected to grow 10-15% in the period 2022-23. The Logistics industry is expected to reach over USD 2 billion by 2025. The rise of e-commerce logistics and increased domestic consumption will lead the way for the industry in the coming years. With a promise of growth and improvements, the service-oriented logistics industry is ready to expand beyond the horizons in the latter half of this decade.

Recent scenario

The recent Indian logistics sector comprises inbound and outbound segments of the manufacturing and service supply chains. Of late, the logistics infrastructure has gained a lot of attention both from the business industry as well as policymakers. The role of managing this infrastructure, to effectively compete has been slightly

under-emphasized. Inadequate logistics infrastructure has the effect of creating bottlenecks in the growth of an economy. The logistics management regimen has the capability of overcoming the disadvantages of the infrastructure in the short run while providing cutting-edge competitiveness in the long term. There exist several challenges and opportunities for the logistics sector in the Indian economy.

Challenges faced by the recent logistics industry in India

The most essential challenge faced by the industry today is insufficient integration of transport networks, information technology and warehousing & distribution facilities. Regulations exist at several different tiers and are imposed by national, regional and local authorities. However, the regulations differ from city to city, hindering the creation of national networks.

Trained Manpower is essential both for the third-party logistics sector as well as the manufacturing and retailing sectors, which is very weak at a practical level, i.e., IT, driving and warehouse as well as at a higher strategic level. The disorganized nature of the logistics sector in India, its perception as a manpower-heavy industry and its lack of adequate training institutions have led to a shortfall in skilled management and client service personnel. There is a lack of IT standards, equipment and poor systems integration.

Popular Read: I have data. I need insights. Where do I start?

Poor facilities and management are the reason for high levels of loss, damage and deterioration of stock, mainly in the perishables sector. Part of the problem is insufficient specialist equipment, i.e. proper refrigerated storage and containers, but it is also partly down to a lack of training. The practitioners and the academicians are now aware of the importance of logistics and supply chains; however, the field is still under-penetrated as far as research is concerned. It is essential to prioritize research and development so that the weaknesses in the industry can be taken care of and improved.

Solutions to some of the challenges

Infrastructure is the backbone of every country's growth and prosperity and for the logistics industry to flourish special emphasis has to be on building world-class road networks, integrated rail corridors, modern cargo facilities at airports and the creation of logistics parks which need to be given a status equivalent to Special Economic Zones.

It is necessary to realize that the benefits which can best be practice logistics industry can be brought about by the companies by establishing training intuitions so that there is improvement in the overall service quality of the sector. Good storage and Warehousing facilities are important for the growth of the logistics industry. With the increase in the transportation of perishable products, the logistics agencies need to give a lot of importance to enhancing the Warehousing facilities.

Warehousing is required to go to the next level taking into account the changing dynamics of JIT manufacturing, global procurement and new models of sales and distribution. Emphasis on research and development is potent mainly because it encourages the use of indigenous technology which can make the industry cost-competitive and can also bring about improvement in services thereby using better, more effective and more efficient services. Particular focus has to be on research in process excellence which can help to eliminate inefficiencies and bring Indian logistics on par with global practices.

Popular Read: Factors Influencing the Paradigm Shift in the Logistics Sector in India

Future prospects

Logistics firms are moving from a traditional setup to the integration of IT and technology into their operations to reduce the costs incurred as well as to meet the service demands. The growth of the Indian logistics sector depends upon its soft infrastructure like education, training and policy framework as much as the hard infrastructure.

To support India's fast-paced economic growth of the logistics industry is very essential. It is estimated that the Indian logistics industry will continue to show robust growth of 10-15% annually, legato ding the pace of growth of the economy at large.

The global economic outlook, indeed that of India is expected to significantly improve as India Inc begins to tackle the economic downturn. With a new government, many policies are expected to be implemented which will give a fresh impetus to India's growth engine particularly in the corporate and SME sector which in turn will expand demand for the logistics sector.

With the implementation of GST, the logistics companies, which are currently forced to set up many small warehouses across multiple cities can set up just a few, big warehouses region-wise and can follow the hub-and-spoke model for freight movement from the warehouses to the different manufacturing plants, wholesale outlets, retail outlets and the various POS. This growth is backed by the boom in the e-commerce sector and expansionary policies of FMCG firms.

This has increased the service geography of the logistics firms but they also have to meet the demands of quick delivery and tight service level agreements. The industry has moved from being just a service provider to a position that provides end-to-end supply chain solutions to its customers. Thus, all this has paved the way for further growth of the Logistics and Warehousing industry in the coming years.

1.2 Company Profile

Zeniline Global Logistics Private Limited planned on venturing into the world of logistics to spread the knowledge in ways that would benefit all our customers. The reigns of the company lie in the strong hands of a team of professionals, who possess over 15 years' worth of experience in the shipping and logistics sector. With a collective goal in mind of providing superlative freight forwarding and logistics solutions, we wish to improve and expand our service solutions to gain an edge over our competitors. The primary objective of our highly motivated and experienced team of individuals is to establish our organization as a service-oriented one, where customer satisfaction is the key.

Our core strength lies in our talented team of professionals, whose commitment and precision about work, along with keeping systems and processes in place allows us to offer customised solutions that cater to each customer differently. Our highly skilled and efficient network of agents and partners around the globe enables us to stay in sync with the ever-growing demands of trade and commerce.

VISION

Become a globally renowned logistics company, which comprises a strong network of agents and a loyal customer base.

MISSION

- We aim to provide our customers with excellent value-added services and fulfil all our commitments.
- We intend to set a benchmark concerning quality, integrity, and consistency when it comes to our business.
- We strive to build a strong and loyal relationship with our agents and customers through honesty, dependability and meeting our deliverables on time, every time.
- We wish to inspire our employees, nurture them to be successful leaders as well as encourage and reward innovation and reinforce flexibility at work.

AIR FREIGHT

If you're on the lookout for prompt, efficient and safe delivery of your shipment, then Zeniline Global Logistics Private Limited air freight provides you with all this and more! We are veterans in the field of air freight operations and handle regular as well as charter shipments with great aplomb. With regards to air cargo, we swiftly deliver sea-air, and air-sea cargo shipments to all important global destinations.

Apart from paying special attention to urgent and time-sensitive cargo shipments, we also customize our services as per individual requirements, within a stipulated budget.

Our Air Freight solutions include:-

- Freight booking for Inbound and Outbound cargoes to and from locations all across the globe.
- Cross-country freight booking from every airport
- Shipments under all Incoterms viz. DDP, DDU, EX. Works, etc. to worldwide destinations
- Buyer Consolidations and POP Program for major buyers buying houses in Europe and USA
- Shipments for Exhibitions and Trade Fairs
- Air Chartering and Project Handling
- Sea-Air activities via. Dubai Airport especially for cargoes into Africa, CIS destinations and Afghanistan
- Allied services of Packing, Strapping, Labelling, Warehousing, Transportation, Customs Broking, etc. as per customers' requirements
- Cargo Insurance, Consulate Legalisations, Chamber of Commerce endorsements, etc.
- Cross Trade bookings

SEA FREIGHT

We also offer a 'sea' of superior sea freight solutions as we believe that it is one of our core competencies. The services that we provide extend from various global origins to global destinations. Our diversified network and excellent tracking capabilities coupled with pre-bookings, demand-driven dispatches and competitive pricing make us a force to be reckoned with in the logistics business.

The safe delivery of cargo across destinations is our prime focus and our team of experienced professionals and agents ensures the safe passage of your cargo.

Our Sea Freight solutions include:-

- Inbound and Outbound freight booking to and from all worldwide destinations/ports
- Cross-country freight booking to and from all ports across the world

- Shipments under all Incoterms viz. DDP, DDU, Ex. Works, etc. to destinations across the world and on a door-to-door delivery basis
- Buyer consolidations and POP Program for major buyers and buying houses in Europe and USA.
- Shipments for Exhibitions and Trade Fairs
- Vessel Chartering
- Handling of Projects, Special Equipment and Break-bulk Cargoes
- Allied services of Packing, Strapping, Labelling, Warehousing, Transportation, Customs Broking, etc. as per customers' requirements
- Cargo Insurance, Consulate Legalisations, Chamber of Commerce endorsements, etc.

MULTI-MODAL TRANSPORTATION

Our multi-modal transportation assimilates our expertise and great networking to make sure that your cargo deliveries happen on time and in the most cost-effective way possible. With our team of dedicated professionals, who work seamlessly to provide you with the best transportation mode and route, we guarantee that your cargo reaches its desired location on time, every time.

Features of our Multimodal Service include:-

- Thorough knowledge of the procedures and documentation requirements in different countries and for different routes and modes
- Consult with our clients regarding the fastest and the most economical routes considering the nature and weight of the cargo
- Solutions for Containerised Cargo on Special Equipment and Projects Cargoes
- Regular tracking and status reports given to our customers regarding the status of their cargoes

With our chain of networks, offices and agents, we provide services catering to niche markets in coordination with partners and network agents using various methods of transportation viz. Air, Sea, Rail and Road to:-

- CIS, Russia and Central Asian destinations via. Ports of Riga, Klaipeda, Novorossiysk, Poti, Mersin, Bandar Abbas, Qingdao or Vladivostok
- Ukraine and Moldova via. Odessa and Illychvesk
- Mongolia via. Xingang
- Iraq via. Umm Qasr, Jordan, Mersin
- Afghanistan via. Karachi and Bandar Abbas
- East African destinations via. Mombasa, Dar es Salaam, Beira and Durban
- Eastern European destination in Czech Republic, Slovakia, Slovenia, Croatia, Hungary, Bosnia and Herzegovina via. various routing in Europe and East Mediterranean

PROJECT CARGO

We are experts when it comes to handling over-dimensional consignments, which require planning and shipping of cargoes from one destination to the other. Since these oversized cargoes include huge machinery plants and other equipment, we devise a strategy that includes planning and deciding the suitable ports, routes, trade and traffic forecasts, etc.

Our network of cargo specialists makes that your consignment is transported from one point to the other in the set time frame budget-friendly.

Our Project Cargo solutions include:-

- Freight booking for special cargoes, over-dimensional consignments in open tops and flat racks/flat beds
- Freight booking via. Break- bulk cargoes
- Transportation of heavy lifts and over-sized shipments from customer warehouses to the port and vice versa
- Customs broking for special cargoes, heavy lifts and break-bulk cargoes
- Stuffing, lashing and choking of cargoes as per the requirement of the port, shipping liner and the customer

➤ Door-to-door deliveries from the shipper's warehouse to the consignee's warehouse at the destination through our network of offices

SOC CONTAINERS & NVOCC

We are well-equipped to handle Shipper's Own Containers (SOCs), as we have managed to form a healthy rapport with liners as well as leasing companies from whom we purchase well-maintained cargo worthy containers, which makes it convenient for our customers to ship the cargo where terms are SOC movements. Our cordial relationship with liners allows us to buy good freight for the shipment of these SOCs from around the world.

We, at Zeniline Global Logistics Private Limited, use our fleet of containers for cargo movement in the form of on-Vessel Operating Container Carriers or NVOCCs. These services offered by us are mainly targeted to and from our niche market sectors in CIS and East Africa.

WAREHOUSING & DISTRIBUTION

We've recently ventured into the world of Warehousing and Distribution for the convenience of our customers and to offer services all under one roof. Apart from providing warehousing of normal warehouses as well as Customs Bonded Warehouses, we also undertake temperature-controlled warehousing for our Customs dealing in Wine and Liquors, which require temperature control. Zeniline Global Logistics Private Limited extends these services to various overseas locations with the help and assistance of our partners.

1.3 OBJECTIVES OF THE STUDY

PRIMARY

- To study the organizational climate prevailing at Zeniline Global Logistics Private Limited, Chennai.

SECONDARY

- To study the various dimensions such as Job Satisfaction, Work Environment, Recognition and competitiveness which are prevailing in the organization.

- To analyze the relationships at all levels in the organization.
- To find out the general opinion of employees towards the management.
- To find out the factors which are directly responsible for the development of the employees.

1.4 NEED OF THE STUDY:

The study of the climate of an organization is necessary for an insight into important dimensions such as communication, cooperation, creativity, employee satisfaction, etc. All these factors determine the effectiveness of the organization. An organization is likely to be more effective if there is a two - way communication and employees are cooperative and have a better perception of the organization. Such employees have higher job satisfaction and feel committed to the organization. The productivity will also be higher. Thus, the climate has an important influence on performance and satisfaction of employees. If the climate of an organization is favourable, there would be greater organizational effectiveness.

1.5. SCOPE OF THE STUDY:

- The study helps the organization to know about necessary dimensions such as communication, employee satisfaction, creativity etc.
- It also helps the organization to know the employee's higher job satisfaction and feel committed to the organization.
- The study also aims to bring out the effects of organizational climate on job – satisfaction.
- The study covers the existing scenario of workers and their satisfaction levels.
- The study covers only the opinion of middle-level employees.

1.6 LIMITATIONS OF THE STUDY

- The study is done only in Zeniline Global Logistics Private Limited, Chennai.
- Organizational policies do not support providing accurate data.
- The sample size is limited therefore details collected cannot reflect the attitude of employees.
- Restrictions over various departments to collect data, and they answer amidst their work schedule.
- Time is limited and they may be biased in their approach and attitude.

CHAPTER 2

REVIEW OF LITERATURE

A review of the previous studies on organizational climate is necessary to know the areas already covered. This help to find our new areas uncovered and to study them in depth. The earlier studies on organizational climate are briefly reviewed here.

ORGANISATIONAL CLIMATE

It has been observed that though the term was almost as old as the concept of management itself, an initial framework of Organizational climate was not found until 1964. All the earlier studies on Organizational climate can be broadly classified under three principal approaches - MMOAA, PMOAA, and PMIAA. The first approach essentially emphasises an organizational model, taxonomy, context, and structure. The second approach, PMOAA considers OC as a set of attributes and delves into the question of how the organization deals with its members' perceptions. The third and last approach (PMIAly enquire into the individual perceptions of the organizational environment. The dimensions for Organizational Climate have evolved from various research under the three approaches.

According to Ekvall (1985), the organizational climate is developed in the meeting between the individuals and the organizational situation. Rules, procedures, strategies, and the physical environment are all factors in the organizational situation to which the employees react. These reactions, in the form of behaviours, attitudes, and emotions, create the climate. The people as well have to be regarded as part of the organizational situation. Employee A is an environmental factor influencing Employee B and vice versa. Thus, the interaction between employees is an important feature of the climate.

(Ekvall, 1987) Organizational climate can be identified either from an objectivistic or a phenomenological approach. In the objectivistic approach climate is defined by characteristic behaviours and attitudes. Ekvall argues that climate can be observed and studied in various ways; it is an attribute of the organization independent of how the employees perceive it. According to the phenomenological approach, it is the

employees' perceptual and cognitive structuring of the organizational situation that determines the organizational climate. The employees experience routine actions and processes, they create cognitive maps, and they try to interpret them to understand the organizational environment and explain their experiences. These cognitive maps are modified in the interaction between employees when they exchange experiences and perceptions. It is this process that gives rise to a general view of the organizational environment that consists of shared conceptions.

At the individual level of analysis, the concept is called psychological climate. At this level, the concept of climate refers to the individual perceptions of behavioural patterns. When aggregated, the concept is called organizational climate. These are the objectively shared perceptions that characterize life in the organization. There is a quite clear distinction between psychological and organizational climate. Individuals are regarded as observers of the climate rather than as carriers of the climate. All employees of an organization can describe the organizational climate based on their perceptions. These perceptions can therefore be used in the study of an organization's climate. But this is not the same as saying that the climate is the perception. External assessors may just as well be used in the study of the climate.

According to Ekvall (1990), to understand the use of organizational climate in an organizational context, it can be considered as an intervening variable between input and output processes. Resources are expected to have certain effects on for example profit, quality, and innovation throughout different organizational processes. The climate impacts these organizational processes as well as the outcomes. It does not create anything, but it strengthens and weakens the effects of the resources.

Forehand and Gilmer (1964) Definition of organisational climate as "the set of characteristics that describe an organization and that a) distinguish the organisation from other organisations, b) Are relatively enduring over time, c) influence the behaviour of people in the organisation.

James and Jones, 1989 Organizational climate is a multidimensional construct that encompasses a wide range of individual evaluations of the work environment These evaluations may refer to general dimensions of the environment such as leadership, roles, and communication or to specific dimensions such as the climate for

safety or the climate for customer service. General perceptions of the organizational context can influence interactions among individuals

James et al., 1990 discuss that perceptions of the general organizational climate develop as individuals attribute meaning to their organizational context based on the significance of the environment for individual values

Brown and Leigh, 1996 Organizational climate are thought to strongly impact individual motivation to achieve work outcomes. General organizational climate has also been found to influence knowledge and skills by increasing participation in activities such as training.

Basically, The Climate can be divided into two parts: i) Organizational Climate - from the organizational viewpoint and ii) Psychological Climate- from an individual viewpoint. Finally in search of a unified theory the concept of “Collective Climate” becomes very useful. This concept considers shared individual perceptions of the work environment and also considers the influences like technology, demographics, etc. The strategic context of Collective Climate is found to be one of the most effective models for diagnosing Organizational Climate.

Jianwei Zhang, Research on organizational climate can be traced back to the 1930s. With the human relations movement pioneered by Hawthorne, researchers turned their attention from the “hard” physical environment to the “soft” psychological environment; thus, the concept of organizational climate was born. The first researcher to initiate studies in this area was Kurt Lewin, the founder of group dynamics (1939). In his famous "leadership style" study, Lewin applied three different leadership styles, democracy, autocracy and laissez-faire, to create a different group atmosphere, and was the first to propose the concept of organizational climate. However, he failed to define climate. Later, Forehand (1964) outlined three features of organizational climate: firstly, it varies among different organizations; secondly, it is persistent; lastly, it can affect the behaviour of organization members. Since Litwin et al (2001, PP. 63-170) proposed the empirical study of organizational climate, studies in this area have proliferated. Litwin defined organizational climate as “a group of measurable characteristics that members could perceive directly or indirectly in the work environment,” and, as a description of environmental factors, it could help researchers

ascertain the effects of the environment on employee motivation. In addition, the organizational climate was the most common variable applied to descriptions of the organizational context. As a description of individuals' perception of the organization, the organizational climate was more similar to the real behavior than the real environment.

CHAPTER 3

RESEARCH METHODOLOGY

Research is an original and systematic investigation undertaken to increase knowledge and understanding and to establish facts and principles. It comprises the creation of ideas and generation of knowledge that lead to new and substantial insights and/or the development of new materials, devices, products and processes. It should have the potential to produce results that are sufficiently relevant to increase knowledge. Good reflective inquiry produces theories and hypotheses and benefits any intellectual attempt to analyze facts and phenomena. This search for individual facts or data requires an open-ended question for which there is no ready answer. Data are gathered through experiments, surveys or other methodologies.

The system of collecting data for research projects is known as research methodology. The data may be collected for either theoretical or practical research for example management research may be strategically conceptualized along with operational planning methods and change management.

3.1.1 RESEARCH APPROACHES:

The descriptive approach is one of the most popular approaches these days. In this approach, the problem is described by the researcher by using a questionnaire or schedule. This approach enables a researcher to explore new areas of investigation. so the researcher conducted a descriptive study on Organizational Climate at Zeniline Global Logistics Private Limited, Chennai.

3.1.2 RESEARCH DESIGN:

A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with the economic procedure.

3.1.3 DATA SOURCES:

There are two types of data collection namely primary data and secondary data collection.

1) PRIMARY DATA

It is defined as the data, which is collected for the first time and fresh in nature and happens to be original in character through field survey. The primary data for the research was collected through a questionnaire.

2) SECONDARY DATA

These are the data that have already been collected by someone else and have been passed through a statistical process. The secondary data for this study was collected through the firm's internal records, annual report and company website.

3.1.4 SAMPLING:

Sampling is that part of statistical practice concerned with the selection of a subset of individual observations within a population of individuals intended to yield some knowledge about the population of concern, especially to make predictions based on statistical inference. Each observation measures one or more properties (such as weight, location, etc) of observable bodies distinguished as independent objects or individuals. In survey sampling, survey weights can be applied to the data to adjust for the sample design. Results from probability theory and statistical theory are employed to guide practice.

3.1.5 SAMPLING UNIT:

The employees of Zeniline Global Logistics Private Limited, Chennai

The Population size is 1176.

3.1.6 SAMPLING SIZE:

The sample size constituted the data collected from employees of Zeniline Global Logistics Private Limited, Chennai.

Sample size -160

3.1.7 TYPE OF SAMPLING:

The sampling type is non-probability sampling which involves deliberating selections of particular units constituting a sample, which represents the universe.

3.1.8 SAMPLING PROCEDURE:

The technique adopted is a non-probability sample and more specifically is a convenience method of sampling.

Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher. The research may make use of any convenient base to select the required number of samples. This procedure is known as the non-probability sampling technique.

STATISTICAL METHOD USED:

- Percentage analysis
- Tables, Bars & charts
- Pie diagrams

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

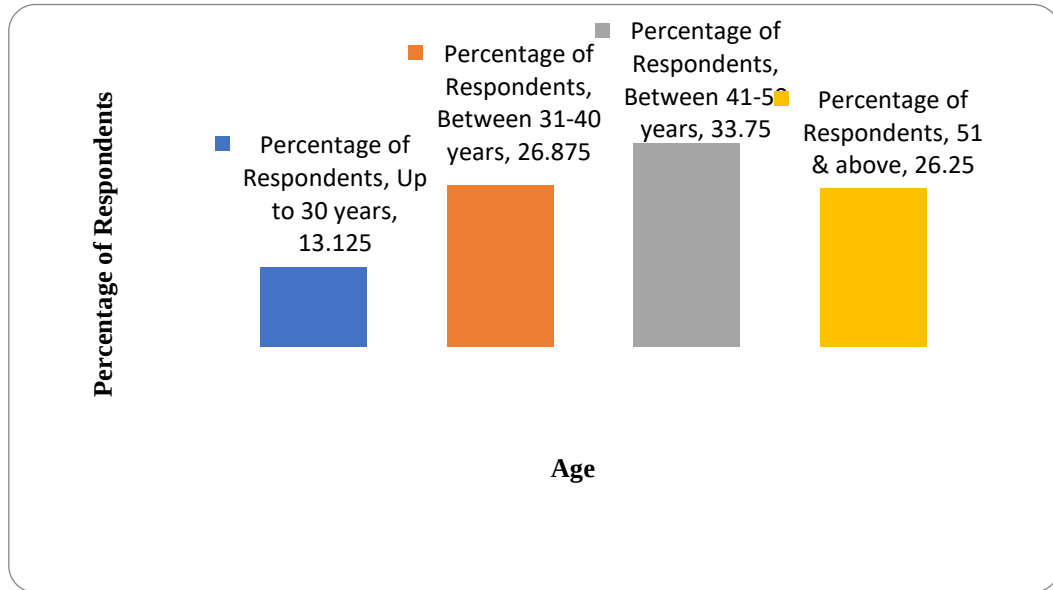
The percentage refers to a special kind of ratio. Percentages are used in making comparisons between two or more series of data. It is used to describe relative terms with the series of two or more series of data.

$$\text{Percentage of Respondents} = \frac{\text{No. of Respondent}}{\text{Total Respondent}} \times 100$$

TABLE 4.1.1 RESPONDENTS ACCORDING TO AGE

Age	No of Respondents	Percentage of Respondents
Up to 30 years	21	13.125
Between 31-40 years	43	26.875
Between 41-50 years	54	33.75
51 & above	42	26.25
Total	160	100

FIGURE 4.1.1 AGE OF RESPONDENTS



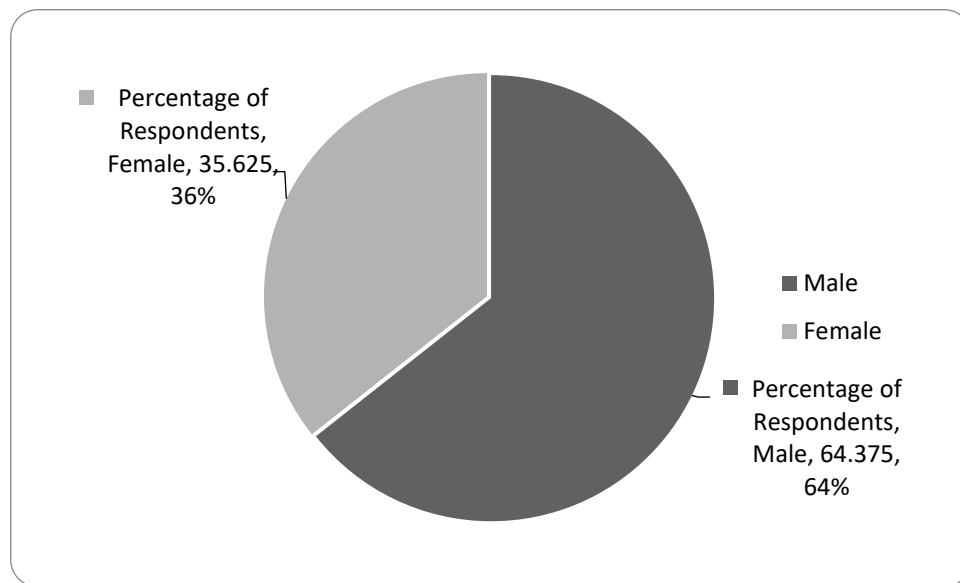
INFERENCE

From the above table, it shows that 33.75% are in the age group of 41-50 years, 26.875% are in the age group of 31-40 years, 26.25% are in above 51 years and the rest 13.125% are up to 30 years

TABLE 4.1.2 RESPONDENTS ACCORDING TO GENDER

Gender	No of Respondents	Percentage of Respondents
Male	103	64.375
Female	57	35.625
Total	160	100

FIGURE 4.1.2 GENDER OF THE RESPONDENTS



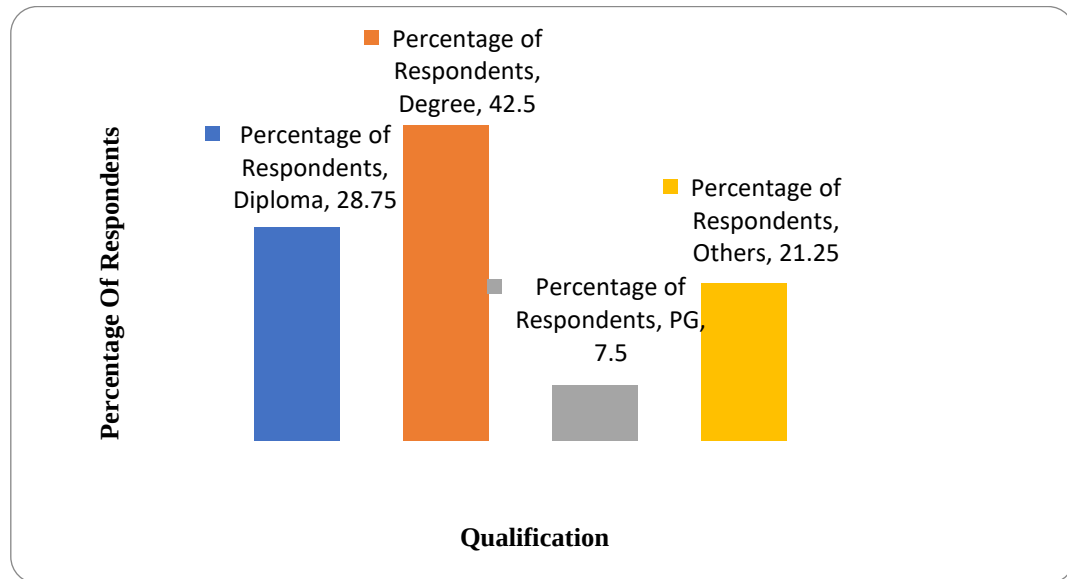
INFERENCE

As per the survey, 64% of the employees are male and 36% of the employees are female.

TABLE 4.1.3 RESPONDENTS ACCORDING TO QUALIFICATION

Qualification	No of Respondents	Percentage of Respondents
Diploma	46	28.75
Degree	68	42.5
PG	12	7.5
Others	34	21.25
Total	160	100

FIGURE 4.1.3 QUALIFICATION OF THE RESPONDENTS



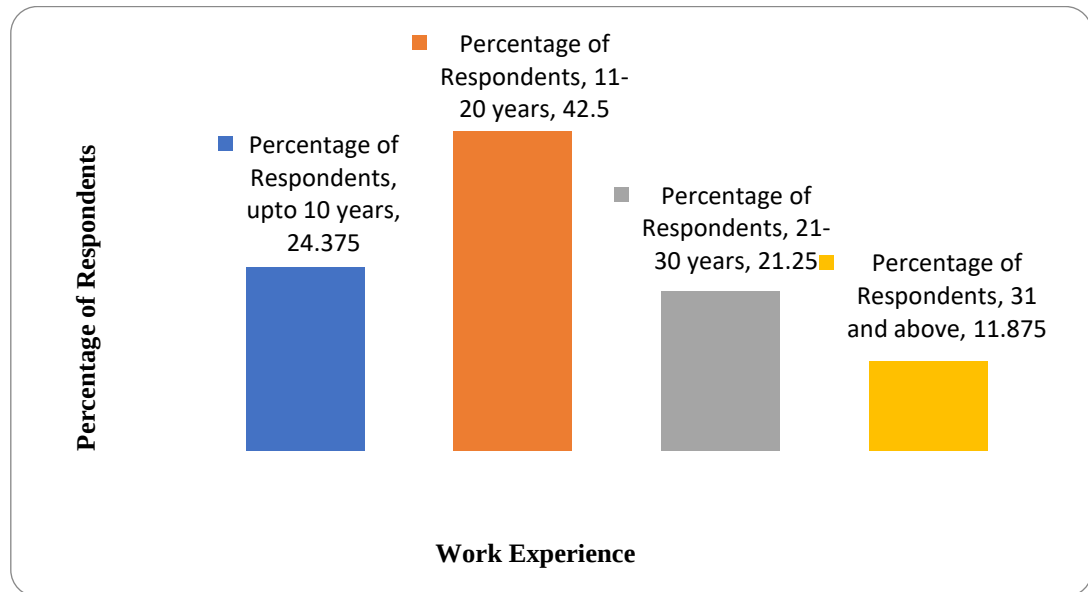
INFERENCE

From the above table, it shows that 42.5% are Degree holders, 28.75% are diplomas, 21.25% are others and 7.5% are post-graduation

TABLE 4.1.4 RESPONDENTS ACCORDING TO WORK EXPERIENCE

Work Experience	No of Respondents	Percentage of Respondents
Up to 10 years	39	24.375
11-20 years	68	42.5
21-30 years	34	21.25
31 and above	19	11.875
Total	160	100

FIGURE 4.1.4 WORK EXPERIENCE OF THE RESPONDENTS



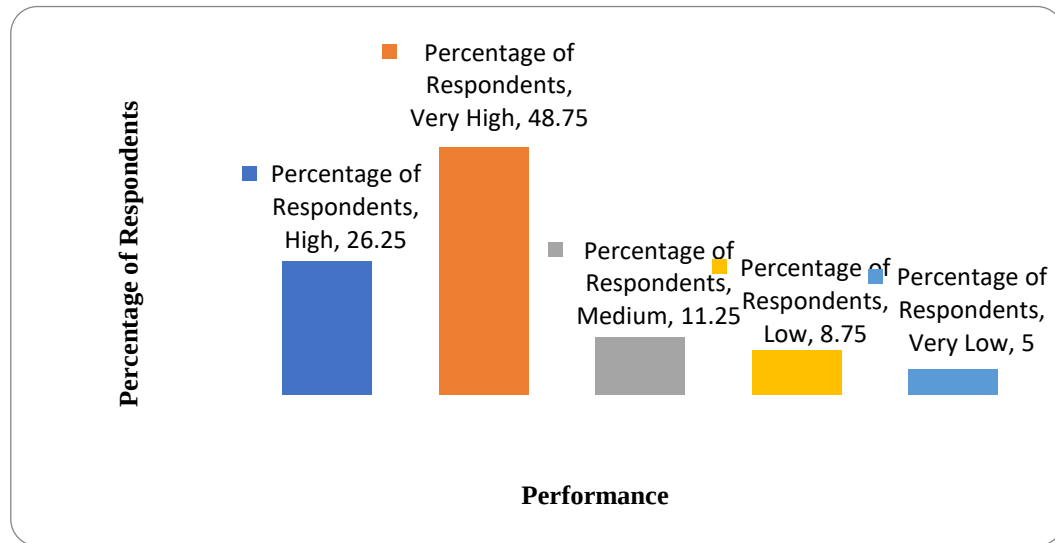
INFERENCE

From the above table, it shows that 42.5% are of 11-20 years, 24.375% are of up to 10 years, 21.25% are of 21-30 and 11.875% are of 31 & above years of experience.

TABLE 4.1.5 SUITABILITY OF WORKING ENVIRONMENT WITH THE PERFORMANCE

Performance	No of Respondents	Percentage of Respondents
High	42	26.25
Very High	78	48.75
Medium	18	11.25
Low	14	8.75
Very Low	8	5
Total	160	100

FIGURE 4.1.5 PERFORMANCE WITH THE WORKING ENVIRONMENT



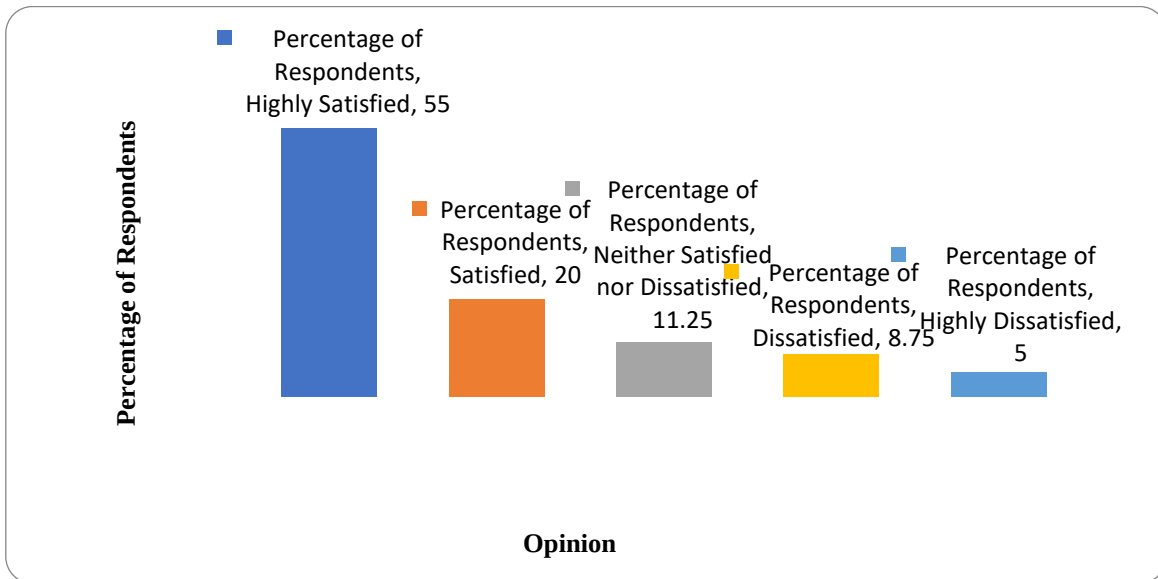
INFERENCE

From the above table, it shows that the Performance in the Working Environment is High for 26.25% of the respondents, Very High for 48.75% of the respondents, Medium for 11.25% of the respondents, Low for 8.75% of the respondents and Very Low for 5% of the respondents.

TABLE 4.1.6 OPINION OF THE RESPONDENTS REGARDING THE WORKING CONDITION

Opinion	No of Respondents	Percentage of Respondents
Highly Satisfied	88	55
Satisfied	32	20
Neither Satisfied nor Dissatisfied	18	11.25
Dissatisfied	14	8.75
Highly Dissatisfied	8	5
Total	160	100

FIGURE 4.1.6 WORKING CONDITION



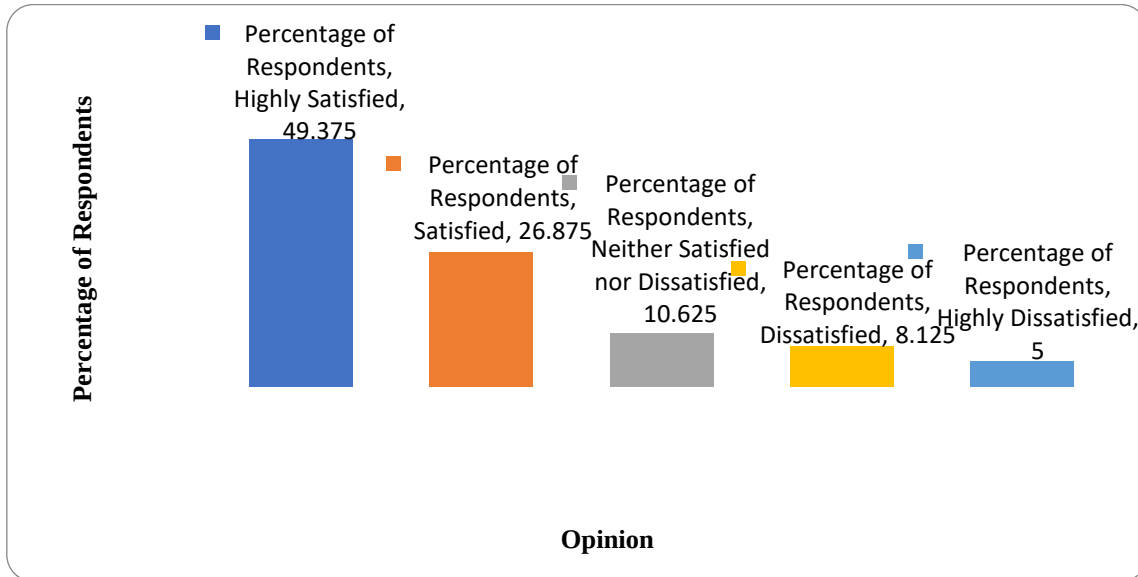
INFERENCE

The table it shows that Working Condition is Highly Satisfied for 55% of the respondents, Satisfied for 20% of the respondents, Neither Satisfied nor Dissatisfied for 11.25% of the respondents, Dissatisfied for 8.75% of the respondents and Highly Dissatisfied for 5% of the respondents.

TABLE 4.1.7 OPINION ON HEALTH & SAFETY PROGRAM

Opinion	No of Respondents	Percentage of Respondents
Highly Satisfied	79	49.375
Satisfied	43	26.875
Neither Satisfied nor Dissatisfied	17	10.625
Dissatisfied	13	8.125
Highly Dissatisfied	8	5
Total	160	100

FIGURE 4.1.7 HEALTH & SAFETY PROGRAM



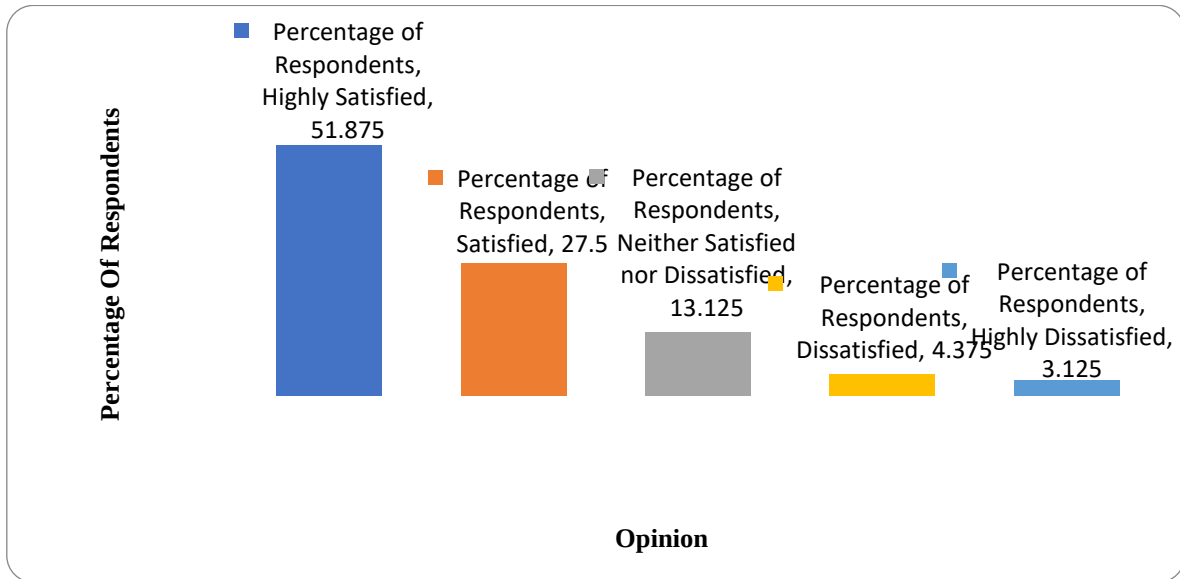
INFERENCE

From the above table, it is inferred that 49.375% of the respondents are Highly Satisfied, 26.875% are satisfied, 10.625% are Neither Satisfied, not Dissatisfied, 8.125% are dissatisfied and 5% are Highly Dissatisfied with Health & Safety Program Provided in the Organization.

TABLE 4.1.8 OPINION ON WELFARE FACILITIES PROVIDED

Opinion	No of Respondents	Percentage of Respondents
Highly Satisfied	83	51.875
Satisfied	44	27.5
Neither Satisfied nor Dissatisfied	21	13.125
Dissatisfied	7	4.375
Highly Dissatisfied	5	3.125
Total	160	100

FIGURE 4.1.8 WELFARE FACILITIES



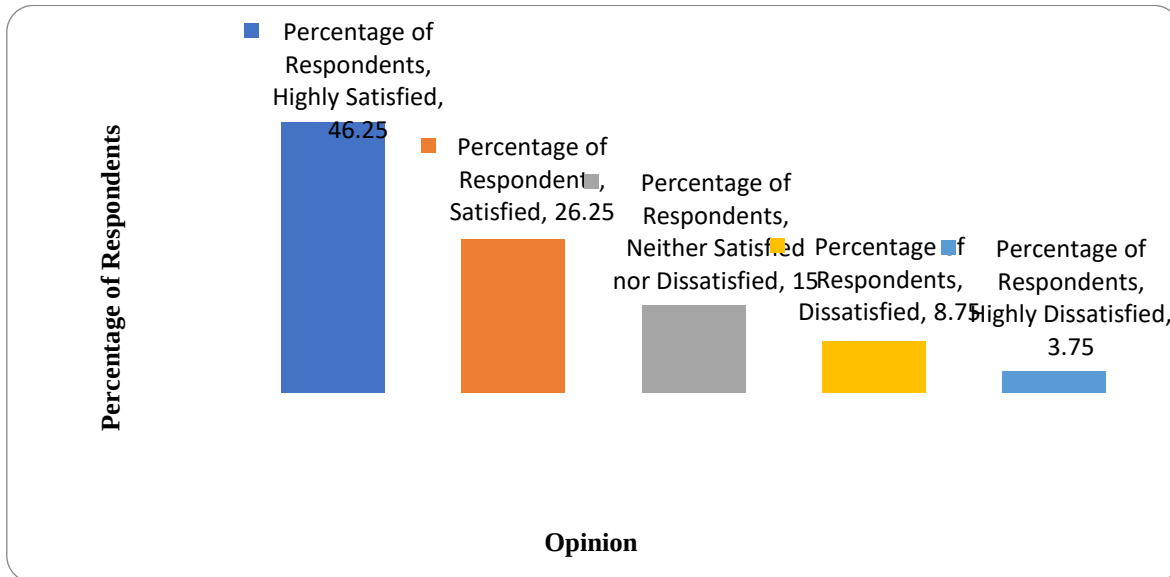
INFERENCE

From the above table, it is inferred that 51.875% of the respondents are Highly Satisfied, 27.5% are Satisfied, 13.125% are Neither Satisfied nor Dissatisfied, 4.375% are Dissatisfied and 3.125% are Highly Dissatisfied with Welfare Facilities Provided in the Organization.

TABLE 4.1.9 OPINION ON PERIODICAL SAFETY PROGRAM

Opinion	No of Respondents	Percentage of Respondents
Highly Satisfied	74	46.25
Satisfied	42	26.25
Neither Satisfied nor Dissatisfied	24	15
Dissatisfied	14	8.75
Highly Dissatisfied	6	3.75
Total	160	100

FIGURE 4.1.9 PERIODICAL SAFETY PROGRAM



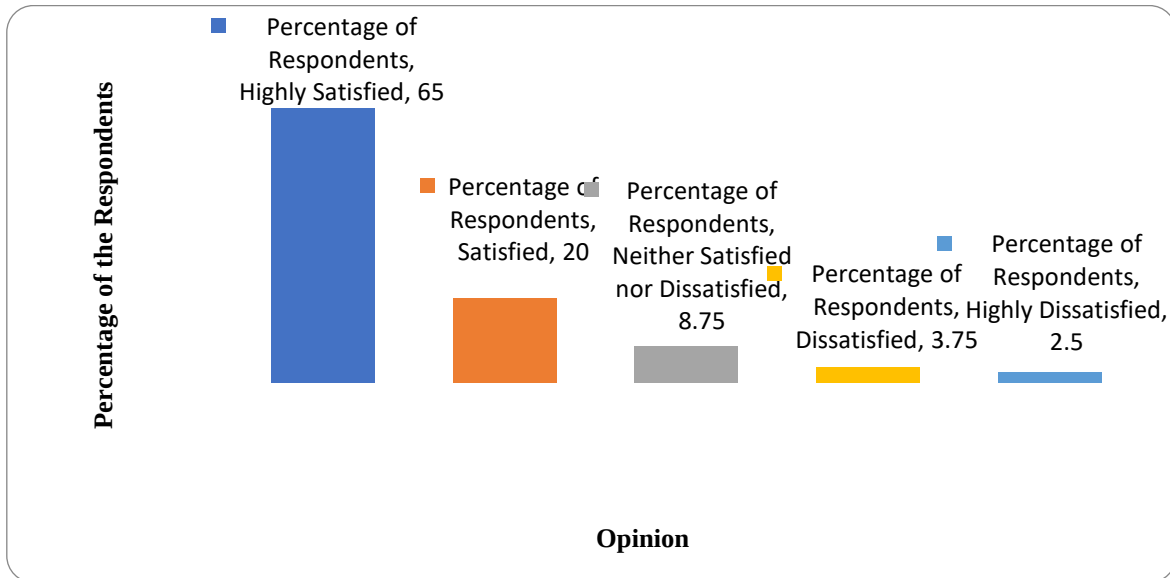
INFERENCE

The above table shows that 46.25% of the respondents are Highly Satisfied, 26.25% are Satisfied, 15% are Neither Satisfied nor Dissatisfied, 8.75% are Dissatisfied and 3.75% are Highly Dissatisfied with Periodical Safety Program Provided in the Organization.

TABLE 4.1.10 OPINION OF THE RESPONDENTS REGARDING THE WORKING HOURS

Opinion	No of Respondents	Percentage of Respondents
Highly Satisfied	104	65
Satisfied	32	20
Neither Satisfied nor Dissatisfied	14	8.75
Dissatisfied	6	3.75
Highly Dissatisfied	4	2.5
Total	160	100

FIGURE 4.1.10 WORKING HOURS



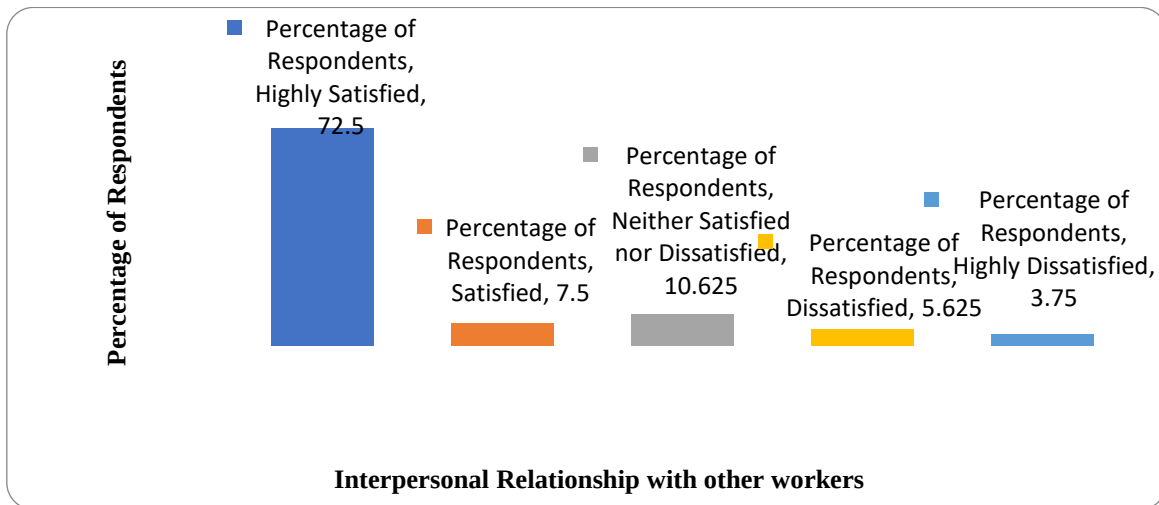
INFERENCE

From the above table, it shows that 65% of the respondents are Highly Satisfied, 20% are satisfied, 8.75% are Neither Satisfied not Dissatisfied, 3.75% are Dissatisfied and 2.5% are Highly Dissatisfied with the Working Hours.

TABLE 4.1.11 OPINION ON INTERPERSONAL RELATIONSHIPS WITH OTHER WORKERS

Opinion	No of Respondents	Percentage of Respondents
Highly Satisfied	116	72.5
Satisfied	12	7.5
Neither Satisfied nor Dissatisfied	17	10.625
Dissatisfied	9	5.625
Highly Dissatisfied	6	3.75
Total	160	100

FIGURE 4.1.11 INTERPERSONAL RELATIONSHIP WITH OTHER WORKERS



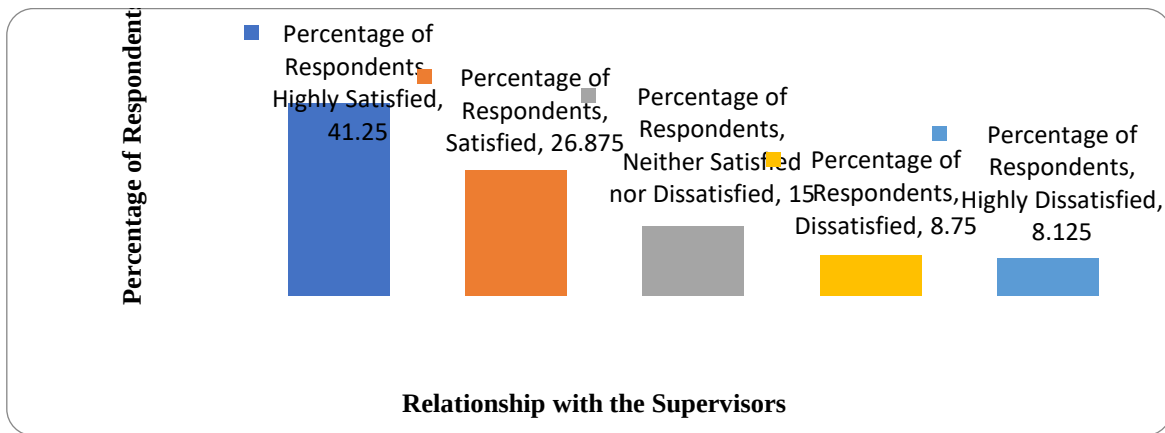
INFERENCE

From the above table, it is inferred that 72.5% of the respondents are Highly Satisfied, 7.5% are Satisfied, 10.625% are Neither Satisfied nor Dissatisfied, 5.625% are Dissatisfied and 3.75% are Highly Dissatisfied with the Interpersonal Relationship with other Workers.

TABLE 4.1.12 OPINION OF RESPONDENTS ABOUT THE RELATIONSHIP WITH THE SUPERVISORS

Opinion	No of Respondents	Percentage of Respondents
Highly Satisfied	66	41.25
Satisfied	43	26.875
Neither Satisfied nor Dissatisfied	24	15
Dissatisfied	14	8.75
Highly Dissatisfied	13	8.125
Total	160	100

FIGURE 4.1.12 OPINION OF RESPONDENTS ABOUT THE RELATIONSHIP WITH THE SUPERVISORS



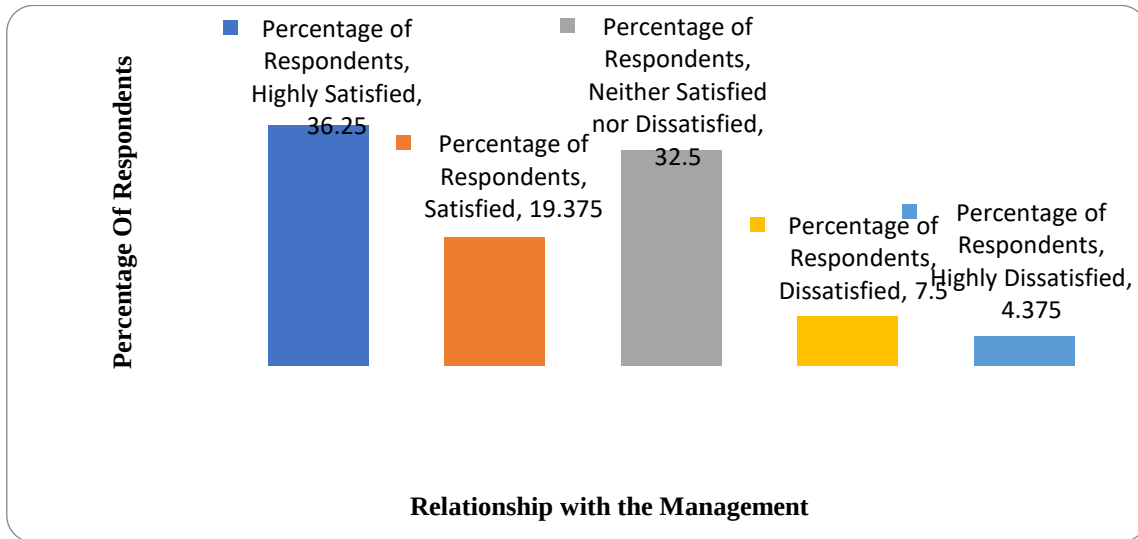
INFERENCE

From the above table, it shows that 41.25% of the respondents are Highly Satisfied, 26.875% are Satisfied, 15% are Neither Satisfied nor Dissatisfied, 8.75% are Dissatisfied and 8.125% are Highly Dissatisfied with the Relationship with the Supervisors.

TABLE 4.1.13 OPINION ON THE RELATIONSHIP WITH THE MANAGEMENT

Opinion	No of Respondents	Percentage of Respondents
Highly Satisfied	58	36.25
Satisfied	31	19.375
Neither Satisfied nor Dissatisfied	52	32.5
Dissatisfied	12	7.5
Highly Dissatisfied	7	4.375
Total	160	100

FIGURE 4.1.13 RELATIONSHIP WITH THE MANAGEMENT



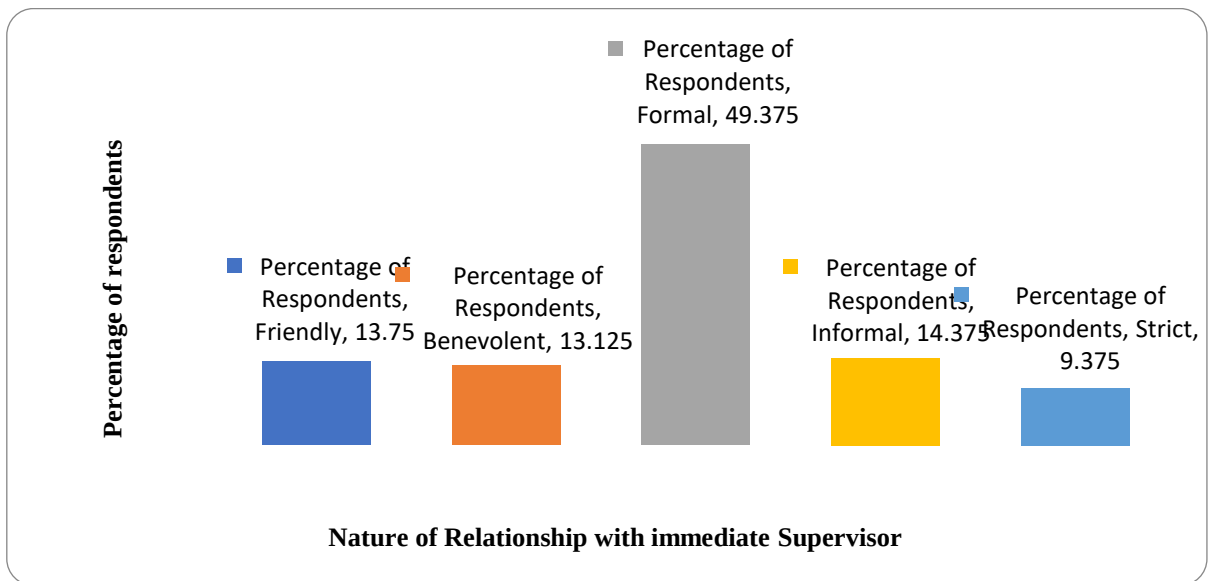
INFERENCE

From the above table, it is inferred that 36.25% of the respondents are Highly Satisfied, 19.375% are Satisfied, 32.5% are Neither Satisfied nor Dissatisfied, 7.5% are Dissatisfied and 4.375% are Highly Dissatisfied with the Relationship with the Management.

TABLE 4.1.14 NATURE OF RELATIONSHIP WITH THE IMMEDIATE SUPERVISORS

Nature of Relationship	No of Respondents	Percentage of Respondents
Friendly	22	13.75
Benevolent	21	13.125
Formal	79	49.375
Informal	23	14.375
Strict	15	9.375
Total	160	100

FIGURE 4.1.14 NATURE OF RELATIONSHIP WITH THE IMMEDIATE SUPERVISORS



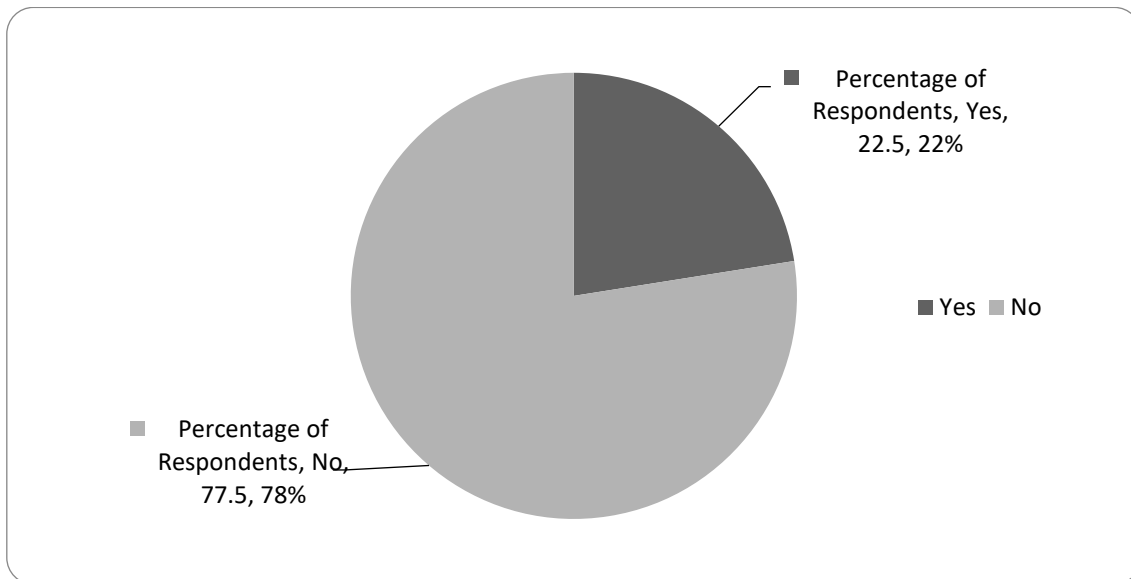
INFERENCE

From the above table, it is inferred that the Nature of the relationship with their immediate Supervisors is 13.75% Friendly, 13.125% Benevolent, 49.375% Formal, 14.375% Informal and 9.375% Strict as given by the Respondents.

TABLE 4.1.15 AUTONOMY TO EXPRESS VIEWS & SUGGESTIONS IN DECISION MAKING

Decision making	No of Respondents	Percentage of Respondents
Yes	36	22.5
No	124	77.5
Total	160	100

FIGURE 4.1.15 AUTONOMY TO EXPRESS



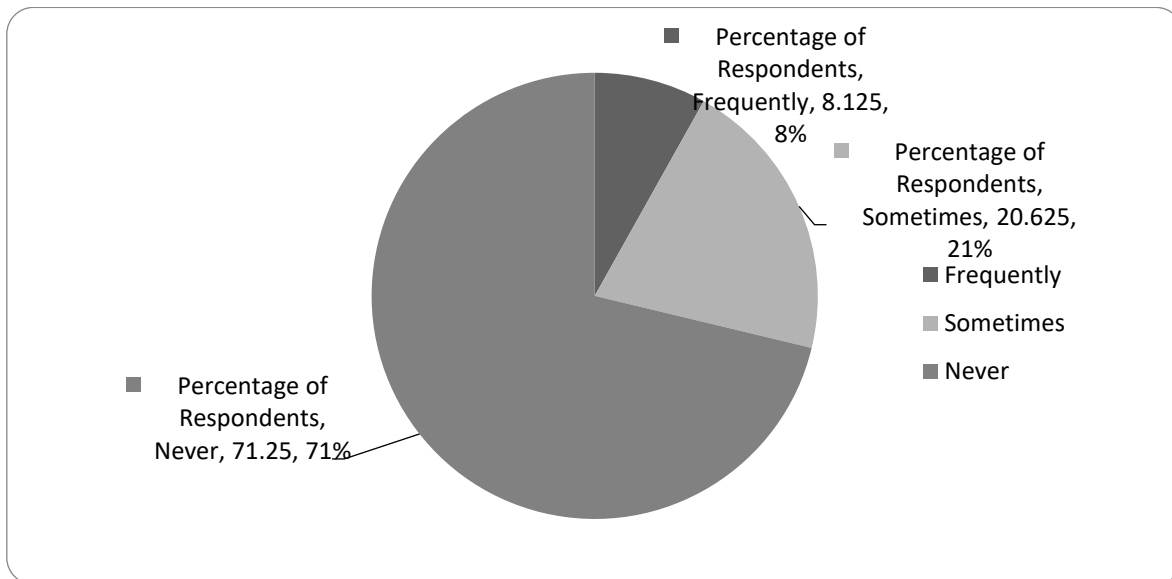
INFERENCE

From the above table it shows that 78% of the Respondents feel they do not have the autonomy to express their views and suggestions and 22% of the Respondents feel they have autonomy to Express their Views & Suggestions at the time of Decision Making

TABLE 4.1.16 CONSIDERATION OF VIEWS & SUGGESTIONS

Views and Suggestions	No of Respondents	Percentage of Respondents
Frequently	13	8.125
Sometimes	33	20.625
Never	114	71.25
Total	160	100

FIGURE 4.1.16 CONSIDERATION OF VIEWS & SUGGESTIONS



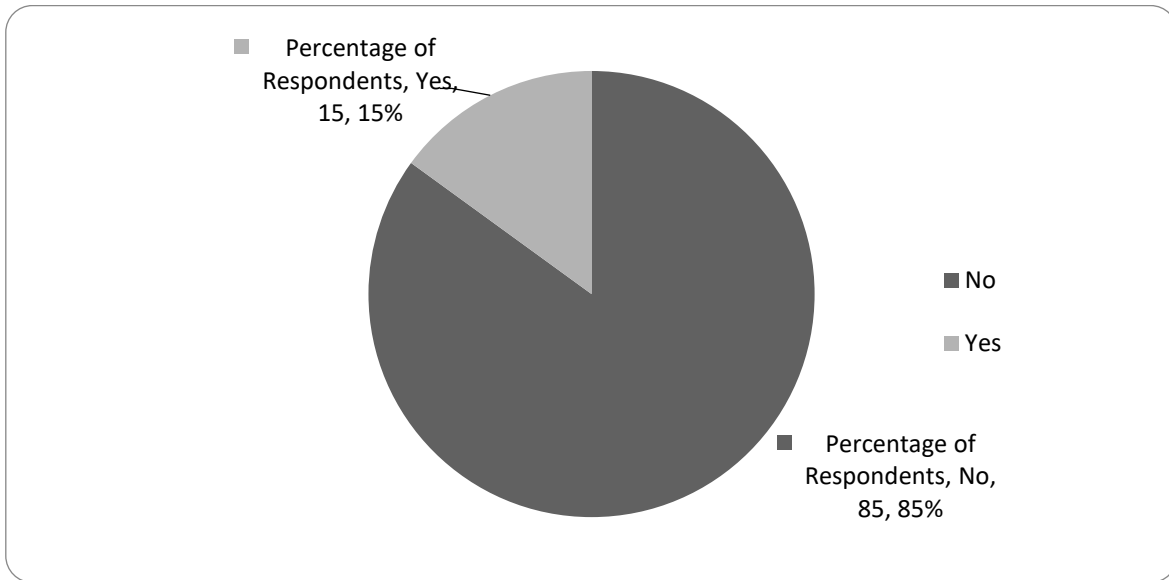
INFERENCE

From the above table, it shows that 71% of the Respondents think that their views and Suggestions are 'Never' considered and 21% feel their Views & Suggestions are considered at the time of Decision Making.

TABLE 4.1.17 RECOGNITION AT WORK

Recognition	No of Respondents	Percentage of Respondents
No	136	85
Yes	24	15
Total	160	100

FIGURE 4.1.17 RECOGNITION



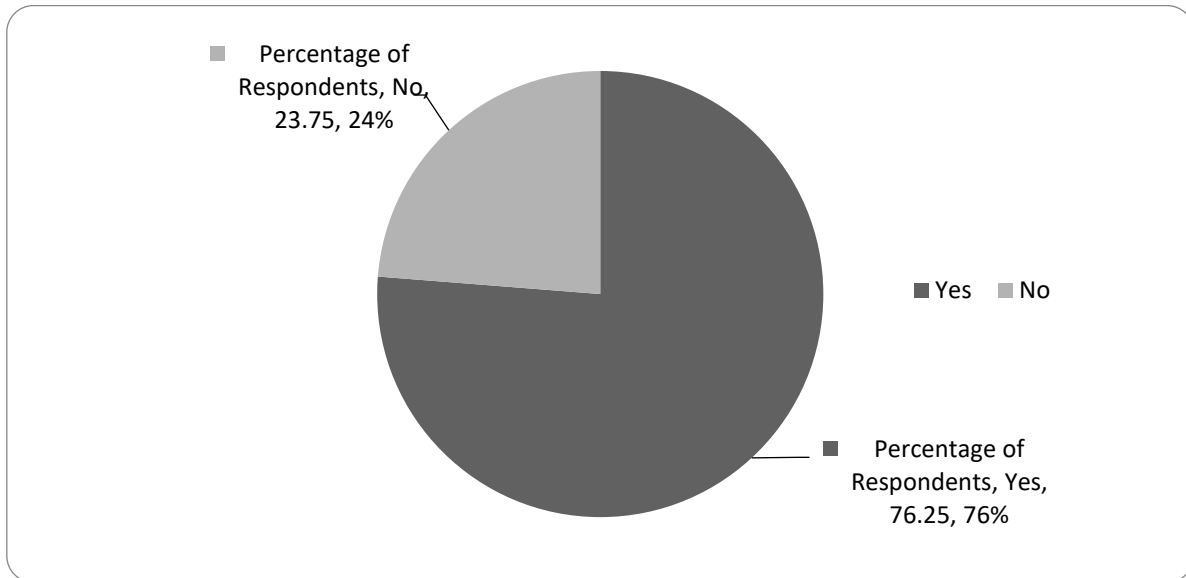
INFERENCE

From the above table, it shows that 85% of the Respondents feel that their work is not recognized and 15% feel that their work is Recognized.

TABLE 4.1.18 COMPETE WITH THE CO-WORKERS

Opinion	No of Respondents	Percentage of Respondents
Yes	122	76.25
No	38	23.75
Total	160	100

FIGURE 4.1.18 COMPETE WITH THE CO-WORKERS



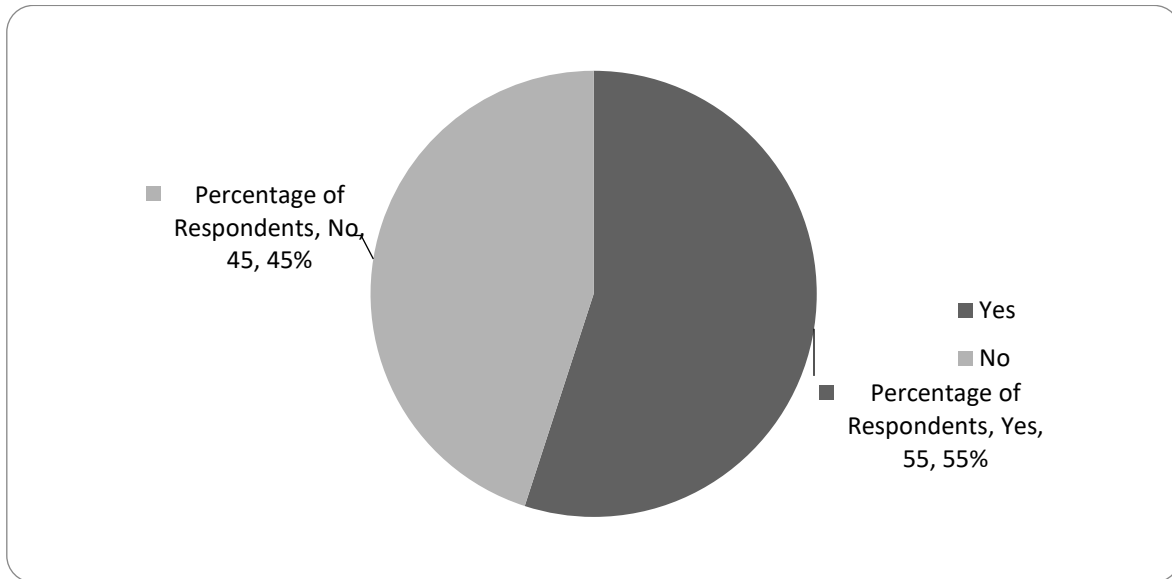
INFERENCE

From the above table, it shows that 76% of the Respondents feel that they are competent to do their job and 24% feel they are unable to compete with their coworkers in the Organization.

TABLE 4.1.19 COMPETE WITH THE WORKERS IN SIMILAR ORGANISATIONS

Competence	No of Respondents	Percentage of Respondents
Yes	88	55
No	72	45
Total	160	100

FIGURE 4.1.19 COMPETE WITH THE WORKERS IN SIMILAR ORGANISATIONS



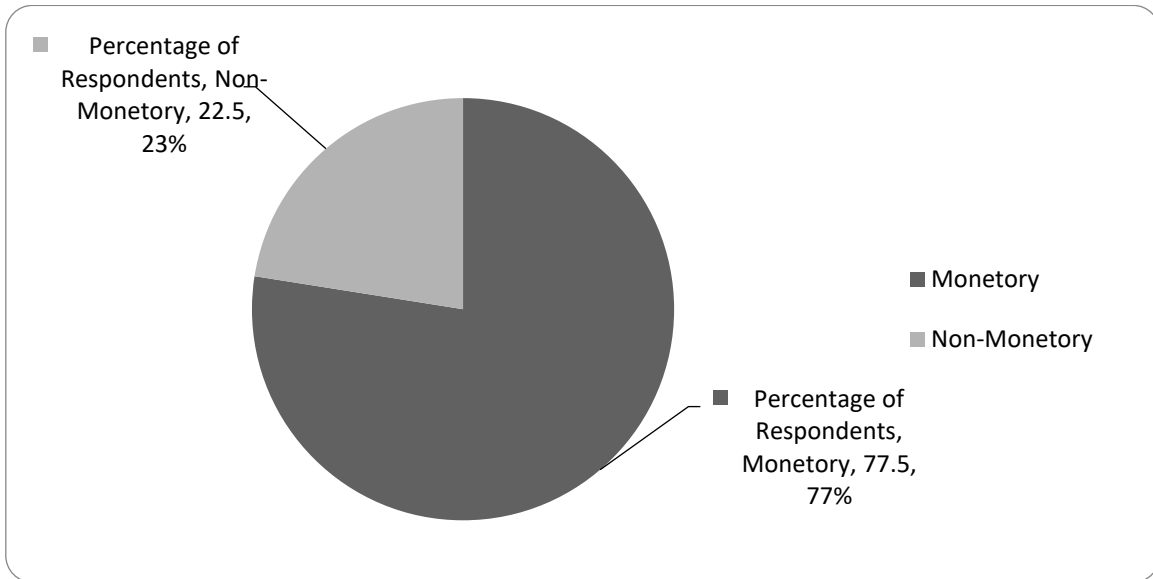
INFERENCE

From the above table, it shows that 55% of the Respondents feel that they are competent enough and 45% feel they are unable to compete with the Workers in Other Similar Organizations.

TABLE 4.1.20 EXPECTATION OF REWARDS FROM THE ORGANISATION

Rewards	No of Respondents	Percentage of Respondents
Monetary	124	77.5
Non-Monetary	36	22.5
Total	160	100

FIGURE 4.1.20 EXPECTATION OF REWARDS FROM THE ORGANISATION



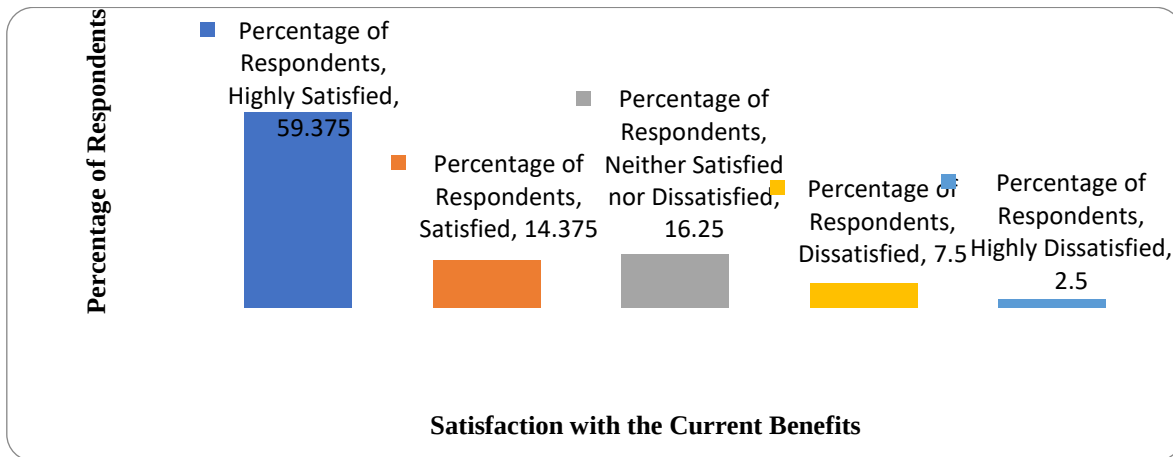
INFERENCE

The above table show.77% of the Respondents prefer 'Monetary' and 23% prefer 'Non-Monetary' Rewards.

TABLE 4.1.21 SATISFACTION WITH THE CURRENT BENEFITS

Benefits	No of Respondents	Percentage of Respondents
Highly Satisfied	95	59.375
Satisfied	23	14.375
Neither Satisfied nor Dissatisfied	26	16.25
Dissatisfied	12	7.5
Highly Dissatisfied	4	2.5
Total	160	100

FIGURE 4.1.21 SATISFACTION WITH THE CURRENT BENEFITS



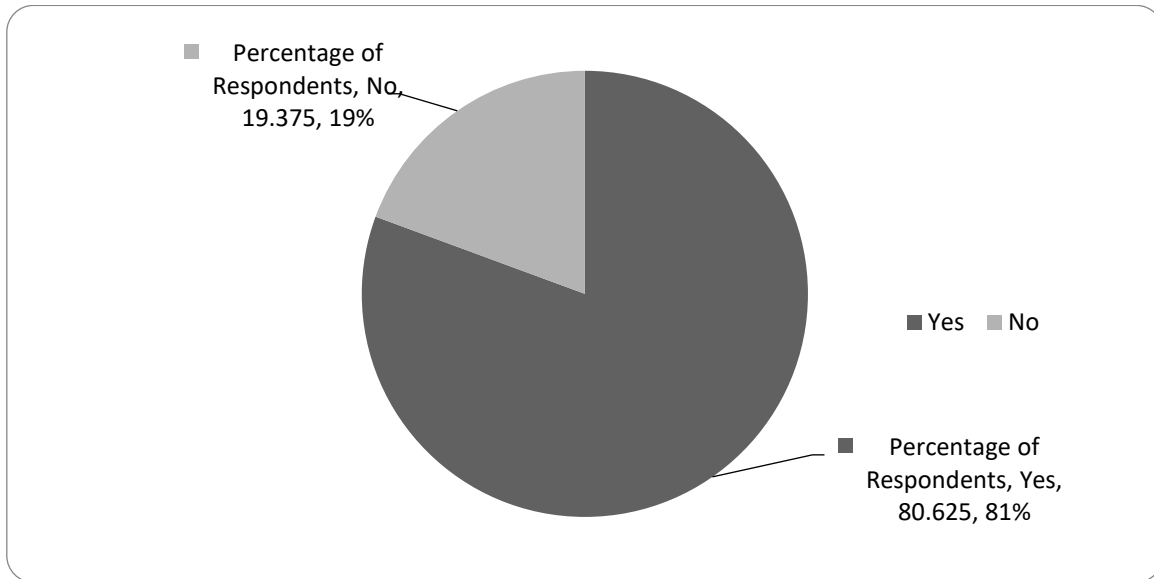
INFERENCE

From the above table, it shows that 59.375% of the respondents are Highly Satisfied, 14.375% are Satisfied, 16.25% are Neither Satisfied nor Dissatisfied, 7.5% are Dissatisfied and 2.5% are Highly Dissatisfied with the Current Benefits Provided in the Organization

TABLE 4.1.22 PENSION POLICY

Pension policy	No of Respondents	Percentage of Respondents
Yes	129	80.625
No	31	19.375
Total	160	100

FIGURE 4.1.22 PENSION POLICY



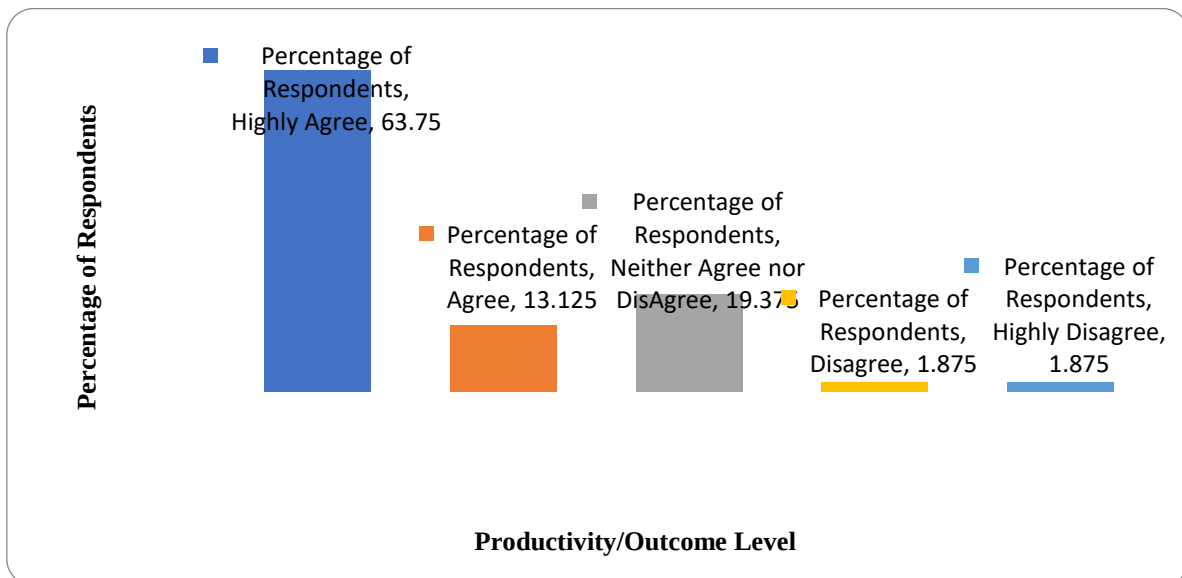
INFERENCE

From the above table, it shows that 81% of the Respondents are provided Pension Policy and 19% of the Management does not provide Pension Policy.

**TABLE 4.1.23 OPINION ON WELFARE FACILITIES
INFLUENCE ON PRODUCTIVITY/OUTCOME**

Productivity/Outcome level	No of Respondents	Percentage of Respondents
Highly Agree	102	63.75
Agree	21	13.125
Neither Agree nor DisAgree	31	19.375
Disagree	3	1.875
Highly Disagree	3	1.875
Total	160	100

**FIGURE 4.1.23 PRODUCTIVITY/OUTCOME LEVEL OF EACH INDIVIDUAL
EMPLOYEE WITH THE WELFARE FACILITIES**



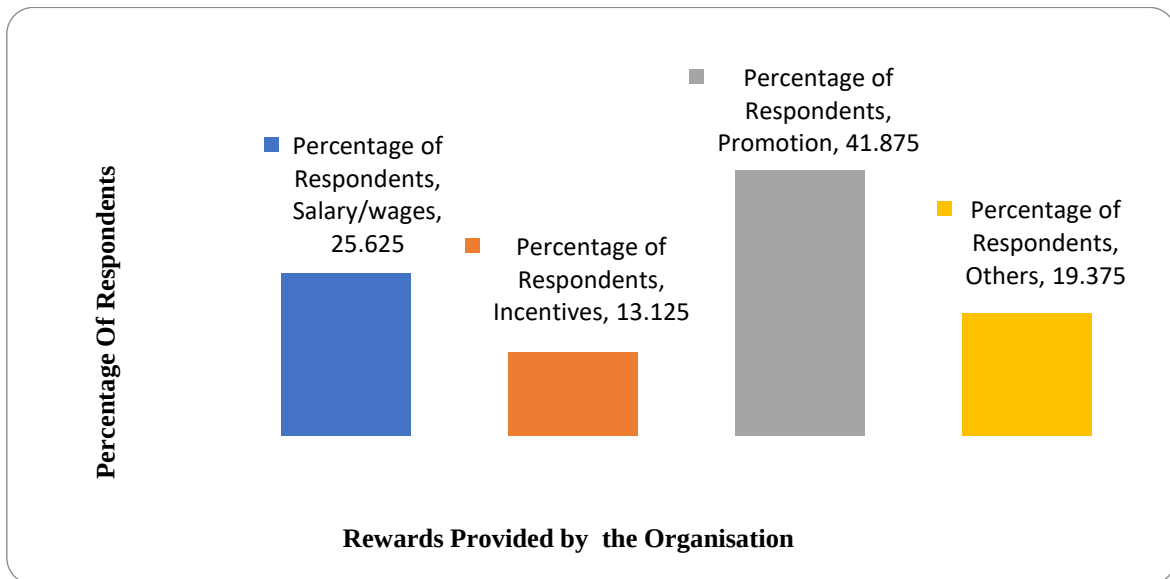
INFERENCE

The above table shows that. 63.75% of the respondents Highly Agree, 13.125% Agree, 19.375% Neither Agree nor Disagree, 1.875% of the respondents Disagree and 1.875% Highly Disagree that welfare facilities influence productivity/outcome.

TABLE 4.1.24 REWARDS PROVIDED BY THE ORGANISATION

Rewards	No of Respondents	Percentage of Respondents
Salary/wages	41	25.625
Incentives	21	13.125
Promotion	67	41.875
Others	31	19.375
Total	160	100

FIGURE 4.1.24 REWARDS PROVIDED BY THE ORGANISATION



INFERENCE

The above table reveals 25.625% of Respondents think that a higher 'Salary/Wages' is a reward, 13.125% of Respondents feel 'Incentives', and 41.875% of Respondents feel 'Promotion' is a reward.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- Majority of the respondents fall in the age group of 41-50 years.
- Based on the survey, 42.5% of the employees have an experience of 11 to 20 years.
- Majority of the employees are Male.
- It is found that 65% of the employees fall under the Job Category of Executive and 35% of the employees are Non-Executives.
- Majority of the employees are Degree holders, some are of Diploma, Very Few are of Post Graduates.
- 48.75% of the employees feel that Performance in the Working Environment is Very High and 26.25% as High and 5% of the employees feel that it's Very Low.
- Half of the employees are Highly Satisfied with the Working Conditions, some are Satisfied, and very few are Dissatisfied.
- Nearly 50% are Highly Satisfied with the Health and Safety Program provided by the Organization and few are dissatisfied.
- About half of the employees are Highly Satisfied with the Welfare Facilities provided and some are Dissatisfied.
- Half of the employees are Highly Satisfied with the Periodical Safety Program, Some are satisfied, and few are Dissatisfied.
- Most of the employees are Highly Satisfied with the Safety Equipment, some are satisfied, Few are Neither Satisfied Nor Dissatisfied and very few are Dissatisfied.
- Majority of the employees are Highly Satisfied with the Working Hours, some are satisfied, few are Neither Satisfied Nor Dissatisfied, and very few are Dissatisfied.

- Majority of the employees are Highly Satisfied with their Interpersonal Relationships with their co-workers, some are Neither Satisfied Nor Dissatisfied, and Few are Dissatisfied.
- Nearly 41% of the employees are Highly Satisfied with their Relationship with the Supervisors, 27% are satisfied, 15% are Neither Satisfied Nor Dissatisfied, 8.75% Dissatisfied and 8% are Highly Dissatisfied.
- Nearly 36% of the employees are Highly Satisfied with the Relationship with the Management, 19% are satisfied, 32% are Neither Satisfied Nor Dissatisfied, 7.5% Dissatisfied and 4% are Highly Dissatisfied.
- Half of the employees feel that the Nature of their Relationship with the Immediate Supervisors is Formal, some feel it to be Friendly and Benevolent and few feel it to be Informal and Strict.
- Majority of the employees communicate with the non-technical Staff while few communicate 'Sometimes' and the rest do not communicate
- Most of the employees feel that they are not free to Express their Views & Suggestions during Decision Making.
- Majority of the employees feel that their Views and Suggestions are not considered. Some feel that their Views and Suggestions are considered and a few feel that their Views and Suggestions are considered Frequently.
- Majority of the employees feel that their work is not recognized and few feel that their work is recognized.
- Majority of the employees feel that they can compete with their co-workers.
- About half of the employees feel that they can compete with workers in similar Organizations.
- Most of the employees expect the Rewards to be 'Monetary' and others expect them to be 'Non-Monetary'.
- More than half of the employees are Highly Satisfied with the Current Benefits, 14% are Satisfied, 16% are Neither Satisfied nor Dissatisfied, 7.5% are Dissatisfied and 2.5% are Highly Dissatisfied.
- Majority of the employees have Pension Policy and some do not have Pension Policy.

- Most of the employees feel that Management Compliance with Environment Policies is fixed by the government.
- Nearly 64% of the Employees are Highly Satisfied with the Productivity/Outcome Level of Each Individual Employee with the Welfare facilities, 19% are Neither Satisfied nor Dissatisfied, 13% are Satisfied and Nearly 2% are Highly Dissatisfied.
- 25.625% of Respondents think that higher 'Salary/Wages' is a reward, 13.125% of Respondents feel 'Incentives', 41.875% of Respondents feel 'Promotion' is a reward

5.2 SUGGESTIONS

- The management provides sufficient training to employees. A few measures can be taken to develop and organize the training program.
- Seniority is given top priority. The employee's performance is not recognized by the management and appreciated. So Provisions should be made to recognize good performance and Rewards should be linked to Performance
- Employees are willing to give suggestions for the development of the organization. The suggestions given by the employee must be duly responded to.
- The Organization can conduct training programs for the employees on effective communication and team building so that it may reduce the formal relationship existing among the employees.
- As there are more Senior Executives in the workforce they can also concentrate on developing mentor-protégé relationships among the superiors and Subordinates

5.3 CONCLUSION

Organizational Climate studies the employees' perceptions and perspectives of an organization. The Study on ORGANIZATIONAL CLIMATE AT ZENILINE GLOBAL LOGISTICS PRIVATE LIMITED, CHENNAI addresses attitudes and concerns that help the organization work with employees to instil positive changes.

A descriptive study with a population size of 1176 and convenience sampling with a sample size of 160 was done. A questionnaire was used as a tool for collecting primary data. Percentage analysis was done and represented through tables and charts. The Statistical tools used were chi-square and Correlation methods.

From the study, it was found that Seniority is given top priority. The employee's performance is not recognized by the management and appreciated. The Nature of the Relationship with the immediate Supervisors is formal. The Views and Suggestions of the Employees are not considered. Other than that the Working condition and the Benefits provided by the Organization are Satisfactory for the Employees shows a good organizational climate exists in the Organization.

Even if the Climate exists is good it still can be improved by following the Suggestions Provided such as consideration of the views and suggestions of the Employees at the time of Decision Making which makes the Organizational Climate better. If the Organization follow the Suggestions it will benefit them to improve the Organizational Climate which in turn increases the Productivity of the Organization.

Organizations must take steps to give value to the Employee's Views so that the Climate will improve so that the employee can increase Productivity and compete with the growing competition in the Airline Industries.

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ANNEXURE -I

QUESTIONNAIRE

A STUDY ON ORGANIZATIONAL CLIMATE AT ZENILINE GLOBAL LOGISTICS PRIVATE LIMITED

PERSONAL DATA:

1. Name (optional):
2. Section / Department :
3. Designation :
4. Job category: Executive () Non-executive ()
5. Gender: Male () Female ()
6. Marital Status: Married () Unmarried ()
7. Age (in years): Up to 30 yrs () 41-50 () 31-40 () 51& above ()
8. Qualification: Diploma () Degree () PG () Others ()
9. Experience: Upto10 years () 11-20 () 21-30 () 31& above ()

WORKING ENVIRONMENT:

10) How is your performance with the Working Environment?

Very High () High () Medium () Low () Very Low ()

11) What is your opinion about the working condition?

Highly Satisfied () Satisfied () Neither Satisfied Nor Dissatisfied ()
Dissatisfied () Highly Dissatisfied ()

12) What is your opinion about the Health & Safety program provided in the Organization?

Highly Satisfied () Satisfied () Neither Satisfied Nor Dissatisfied ()
Dissatisfied () Highly Dissatisfied ()

13) What is your opinion about the Welfare Facilities provided in the Organization?

Highly Satisfied () Satisfied () Neither Satisfied Nor Dissatisfied ()
Dissatisfied () Highly Dissatisfied ()

14) What is your opinion about the Periodical Safety program provided in the Organization?

Highly Satisfied () Satisfied () Neither Satisfied Nor Dissatisfied ()
Dissatisfied () Highly Dissatisfied ()

AUTONOMY:

15) What is your Satisfactory Level in Working Hours?

Highly Satisfied () Satisfied () Neither Satisfied Nor Dissatisfied ()
Dissatisfied () Highly Dissatisfied ()

16) What is your opinion about the Interpersonal Relationship with the Workers?

Highly Satisfied () Satisfied () Neither Satisfied Nor Dissatisfied ()
Dissatisfied () Highly Dissatisfied ()

17) What is your opinion about the Relationship with the Supervisors?

Highly Satisfied () Satisfied () Neither Satisfied Nor Dissatisfied ()
Dissatisfied () Highly Dissatisfied ()

18) What is your opinion about the Relationship with the Management?

Highly Satisfied () Satisfied () Neither Satisfied Nor Dissatisfied ()
Dissatisfied () Highly Dissatisfied ()

19) The nature of your relationship with the immediate Supervisor?

Friendly () Benevolent () Formal () Informal () Strict ()

20) Are you free to express your Views and Suggestions in the decision-making process?

Yes () No ()

21) How often they will consider your views and suggestions

Frequently () Sometimes () Never ()

RECOGNITION AND COMPETITIVENESS:

22) Does your organization gives recognition to you?

Yes () No ()

23) Will you be able to compete with your co-workers?

Yes () No ()

24) Will you be able to compete with workers with similar organizations?

Yes () No ()

REWARDS AND BENEFITS:

25) What kind of rewards will you expect from your organization?

Monetary () Non-Monetary ()

26) Are you satisfied with the current benefits provided by your organization?

Highly Satisfied () Satisfied () Neither Satisfied Nor Dissatisfied ()

Dissatisfied () Highly Dissatisfied ()

27) Does the Management have a Pension Policy?

Yes () No()

28) The welfare facilities available to you Will it increase the productivity/Outcome level of each employee?

Highly Agree () Agree () Neither Agree Nor Disagree ()

Disagree () Highly Disagree ()

29)Specify the rewards provided by your organisation

Salary/Wages () Incentives () Promotion () Fringe Benefits ()