

**A STUDY ON IMPACT OF ORGANIZATIONAL CLIMATE AT ZENILINE
GLOBAL LOGISTICS PRIVATE LIMITED**

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

NAVEENRAJ. K

Register No.41410212



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 AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MAY - 2023



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

Accredited "A" Grade by NAAC | 12B Status by UGC | Approved by AICTE

www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES

BONAFIED CERTIFICATE

This is to certify that this Project Report is the bonafide work of **K.NAVEENRAJ 41410212** who carried out the project entitled "**A STUDY ON IMPACT OF ORGANIZATIONAL CLIMATE AT ZENILINE GLOBAL LOGISTICS PRIVATE LIMITED**" under my supervision from January 2023 to March 2023.

DR. BLESSIE PATHMU

Internal guide

External Guide

SCHOOL OF MANAGEMENT STUDIES
DR. BHUVANESWARI G, MBA., PH.D.,
INSTITUTE OF SCIENCE AND TECHNOLOGY
(Deemed to be University)
Jeppiaar Nagar, Rajiv Gandhi Salai
Chennai-600 119

Submitted for viva voice examination held on ____05.05.2023____

Internal Examiner

External Examiner

DECLARATION

I **NAVEENRAJ.K (41410212)** hereby declare that the Project Report entitled “**A STUDY ON IMPACT OF ORGANIZATIONAL CLIMATE AT ZENILINE GLOBAL LOGISTICS PRIVATE LIMITED**” done by me under the guidance of **DR. BLESSIE PATHMU** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE: 05.05.2023

PLACE: Chennai

A handwritten signature in black ink, consisting of a stylized 'N' followed by a horizontal line and a small flourish.

NAVEENRAJ.K

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to the Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I sincerely thank **Dr. G. Bhuvaneswari, MBA., Ph.D., Dean - School of Management Studies**, and **Dr. A. Palani, M.Com., Ph.D., Head of the Department, Dept. of Business Administration** for providing me with necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR. BLESSIE PATHMU, B.Com., MBA., Ph.D.**, for her valuable guidance, suggestions, and constant encouragement paved the way for my project work's successful completion.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **Department of Business Administration** who were helpful in many ways for the completion of the training.

NAVEENRAJ . K



30/03/2023

TO WHOMSOEVER IT MAY CONCERN

Sub: MBA Project Completion

We hereby confirm the below student pursuing the final year MBA in Sathyabama Institute Of Science And Technology, Chennai, has successfully completed the HR project in our concern titled “**A STUDY ON IMPACT OF ORGANIZATIONAL CLIMATE**” from 10/01/2023 to 30/03/2023.

NAME: K. Naveenraj

REG NO: 41410212

During the tenure with us, his conduct & behavior was observed to be good.

We wish success in all the future endeavors.

For Zeniline Global Logistics Pvt Ltd,


Mariappan. M
HR Manager



ZENILINE GLOBAL LOGISTICS PRIVATE LIMITED

85/49, Manonmani Street, Marshalls Road, Egmore, Chennai - 600 008

www.zeniline.com | Mob: 7299964646 | admin@zeniline.com

TABLE OF CONTENTS

CHAPTER NO	CHAPTERS	PAGE NO
	ABSTRACT	(i)
	LIST OF TABLES	(ii)
	LIST OF CHARTS	(iv)
I.	INTRODUCTION	
	1.1 Introduction about the topics	1
	1.2 Industry Profile	9
	1.3 Company Profile	13
	1.4 Need of the Study	19
	1.5 Objective of Study	19
	1.6 Scope of Study	20
	1.7 Limitations of the Study	20
II.	REVIEW OF LITERATURE	21
III.	RESEARCH METHODOLOGY	
	3.1 Research Design	28
	3.2 Research Method	29
	3.3 Sampling Plan	29
	3.4 Sources of Data	30
	3.5 Data Collection	30
IV.	DATA ANALYSIS AND INTERPRETATION	
	4.1 Percentage Analysis	33
	4.2 Statistical Tools and Analysis	58
V.	FINDINGS, SUGGESTIONS AND CONCLUSION	
	5.1 Findings	63
	5.2 Suggestions	66

	5.3 Conclusion	67
	REFERENCES	68
	ANNEXURE – I QUESTIONNAIRE	71
	ANNEXURE – II RESEARCH ARTICLES	77
	BIBLIOGRAPHY	86

ABSTRACT

Climate can be defined as the perceived attributes of an organization and its sub-systems as reflected in the way an organization deals with its members, groups and issues. Organizational climate (sometimes known as Corporate Climate) is the process of quantifying the “culture” of an organization, and it precedes the notion of organizational culture. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior. Climate and culture are both important aspects of the overall context, environment or situation.

The primary objective of this project is to study the impact of organizational climate with reference to Zeniline Global Logistics Private Limited. The secondary objectives are to understand the recognition level of the knowledge and expertise, find out the perception of employees towards their salary, assess the quality of relationship among the peers, understand the satisfaction level of the employees of the grievances handling procedure, identify the adequacy level of the canteen facilities and to provide suitable suggestions to improve the job satisfaction through improvements in organizational climate.

The study of the climate of an organization is necessary for an insight into important dimensions such as communication, co-operation, creativity, employee satisfaction, etc. All these factors determine effectiveness of the organization. An organization is likely to be more effective if there is a two - way communication and employees are co-operative and have better perception of organization. Such employees have higher job-satisfaction and feel committed to organization. The productivity will also be higher.

Thus, climate has an important influence on performance and satisfaction of employees. If the climate of an organization is favourable, there would be greater organization effectiveness.

LIST OF TABLES

TABLE NO	TITLE	PAGE NO
4.1.1	Salary Of the Employees in The Organization	33
4.1.2	Experience Of the Employees in The Organization	34
4.1.3	Knowledge And Expertise in The Organization	35
4.1.4	Promotion System in The Organization	36
4.1.5	Conflict Management in The Organization	37
4.1.6	Structure Of the Organization	38
4.1.7	Employee's Views on Warmth and Support in The Organization	39
4.1.8	Grievances Handling	40
4.1.9	Responses To the Employee's Problem in The Organization	41
4.1.10	Risk And Initiatives in The Organization	42
4.1.11	Reward System in The Organization	43
4.1.12	Factors Contributing to Job Satisfaction	44
4.1.13	Welfare Facilities in The Organization	45
4.1.14	Recognition By the Superiors in The Organization	46
4.1.15	General Supervision in the Organization	47
4.1.16	Interpersonal Relationship in The Organization	48
4.1.17	Job Security in The Organization	49
4.1.18	Growth Opportunity in The Organization	50
4.1.19	Appraisal System in The Organization	51
4.1.20	Quality Of Training in The Organization	52
4.1.21	Employees Views on Stressed at Work in The Organization	53
4.1.22	Proudest Of Respondents Towards Organization	54
4.1.23	Employees Belongingness Towards Organization	55

4.1.24	Employees View on Safety Measures Provided by The Organization	56
4.1.25	Employees View on The Various Necessity Provided in Working Place by The Organization	57

LIST OF CHARTS

TABLE NO	TITLE	PAGE NO
4.1.1	Salary Of the Employees in The Organization	33
4.1.2	Experience Of the Employees in The Organization	34
4.1.3	Knowledge And Expertise in The Organization	35
4.1.4	Promotion System in The Organization	36
4.1.5	Conflict Management in The Organization	37
4.1.6	Structure Of the Organization	38
4.1.7	Employee's Views on Warmth and Support in The Organization	39
4.1.8	Grievances Handling	40
4.1.9	Responses To the Employee's Problem in The Organization	41
4.1.10	Risk And Initiatives in The Organization	42
4.1.11	Reward System in The Organization	43
4.1.12	Factors Contributing to Job Satisfaction	44
4.1.13	Welfare Facilities in The Organization	45
4.1.14	Recognition By the Superiors in The Organization	46
4.1.15	General Supervision in the Organization	47
4.1.16	Interpersonal Relationship in The Organization	48
4.1.17	Job Security in The Organization	49
4.1.18	Growth Opportunity in The Organization	50
4.1.19	Appraisal System in The Organization	51
4.1.20	Quality Of Training in The Organization	52
4.1.21	Employees Views on Stressed at Work in The Organization	53
4.1.22	Proudest Of Respondents Towards Organization	54
4.1.23	Employees Belongingness Towards Organization	55

4.1.24	Employees View on Safety Measures Provided by The Organization	56
4.1.25	Employees View on The Various Necessity Provided in Working Place by The Organization	57

CHAPTER-I

1.1 INTRODUCTION

1.1.1 ORGANISATIONAL CLIMATE

The Encyclopedic Dictionary of Management defines 'organizational climate' as the, "various points of view, particularly, on how employees should be treated, that are common to most senior people in an organization".

Taguiri and Litwin define it as "a relatively enduring quality of internal environment of an organization that (a) is experienced by its members, (b) influences their behavior, and (c) can be described in terms of the value of a particular set of characteristics of the organization.

The Encyclopedic Dictionary of Psychology explains, "The basic premise is that organizations have a set of generalized conditions that affect the experience and behavior of people within that organization. Organizational conditions often viewed as dimensions of climate include degree of routine pressure for output, power, hierarchy, risk taking, social support for employees under strain, progressiveness, individual autonomy and reward orientation.

Dictionary of Administration and Management defines the same term as "the sum of all management-management, management-employee and employee or individual or group communication forces like commitment, morale, cooperation, decision-making, creativity, authority, conflict resolution, teamwork, independent thinking or action, etc., that are created or influenced by an organization's prevailing goal orientation and management style.

Dictionary of Business and Management gives a very precise definition, "organizational climate is a set of properties of the work environment, perceived by employees and assured to be a major factor in influencing their behavior.

Organizational climate has been defined by Campbell, J. and others as "Set of characteristics that describe an organization, distinguish it from other organizations, are relatively enduring over a period of time and influence the behavior of people in it."

Keith Davis explains organizational climate as the human environment within which an organization's employees do their work. It may refer to the environment within a department, a company unit or an entire organization, we cannot see climate or touch it, but it is there. Like the air in a room, it surrounds and affects everything that happens in an organization and climate is also affected by almost everything that occurs in an organization.

From the above definitions, we can conclude that climate is based on perception and it is the result of interaction between persons and environments and is influenced by the nature of the people involved as well as the setting. In short, the main elements which constitute the climate of an organization are the following:

- The amount and quality of team work and cooperation. The degree of commitment among members.
- The extent to which planning and creativity are encouraged.
- The way in which conflicts or differences are resolved.
- The extent to which employees participate in decision-making and
- Risk-taking.
- The extent to which the organization relies upon mutual confidence.
- The trust between managers and subordinates (rather than
- Authority-obedience relationship.
- The style of leadership followed in the organization.
- The process of handling grievances.
- The extent of delegation of authority.
- The way in which people are rewarded.
- The extent to which employees feel themselves loyal to the Organization.

1.1.2 JOB SATISFACTION:

Job Satisfaction' is a combination of two words, Job and Satisfaction. 'Job' includes occupational activity performed by an individual in return for a monetary reward while 'satisfaction' is a word which is not easy to define. Job satisfaction has its relevance with regard to boosting up the morale of the employees. It increases the efficiency and the work orientation of the employees. An appropriate amount of job satisfaction contributes to the achievements of the organization.

Collins English Dictionary explains job satisfaction as the extent to which the desire and hopes of a worker are fulfilled as a result of his work.

The Roberts Dictionary of Industrial Relations defines 'Job satisfaction' as "Those outward or inner manifestations which give the individual a sense of enjoyment or accomplishment in the performance of his work.

Milton L. Blem regards job satisfaction as generalized attitude resulting from many specific attitudes in three areas, specific job factors, individual adjustments and group relations.

Madhu Malhotra's definition of job satisfaction is: "individual phenomenon, measured by ascertaining certain attitudes. In other words, these attitudes result from many likes and dislikes in connection with the job. Though attitudes are not job satisfaction, but job satisfaction is comprised of a number of attitudes.

Locke defined it as a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experience.

According to Hoppock job satisfaction is "any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say I am satisfied with my job.

Bullock considers job satisfaction to be an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job.

Smith suggests that job satisfaction is "the employee's judgment of how well his job on the whole is satisfying his various needs."

According to Tiffin and McCormick, job satisfaction is influenced both by the extent to which the work done by a person is intrinsically interesting to him and by his attitude towards the total work situation, including the company, his supervisor and his fellow workers.

From the above definitions, and views of different authors, we may say that job satisfaction is a complex phenomenon related with whole matrix of job factor that makes a person like his work situation. Employees tend to prefer those jobs that give them opportunities to use their skill and offer a variety of tasks, freedom and feedback on how well they are doing.

They are concerned with their work environment for comforts and facilities they get more out of job than merely money or tangible achievements. So, job satisfaction is, in general, influenced by the following factors:

1. Level of job (position)
2. Job contents
3. Considerate Leadership
4. Pay
5. Promotion
6. Growth opportunities

1.1.3 CHARACTERISTICS OF ORGANIZATIONAL CLIMATE:

The nature of organizational climate will be clear from its following characteristics:

1.1.3.1 General Perception:

Organization climate is general expression of what the organization is. It represents the summary perception which people have about an organization.

1.1.3.2 Qualitative Concept:

It is an abstract and intangible concept. It is difficult to explain the components of organizational climate in quantifiable units.

1.1.3.3 Distinct Identify:

It reflects how an organization is different from other organizations. It gives a distinct identity to the organization.

1.1.3.4 Enduring Quality:

It is built up over a period of time. It represents a relatively enduring quality of the internal environment that is experienced by the organizational members.

1.1.3.5 Multidimensional concept:

There are several dimensions of the concept of organizational climate such as individual autonomy, authority, structure, leadership, style, pattern of communication etc.

1.1.4 DETERMINANTS OF JOB SATISFACTION

Important elements that contribute to job satisfaction are the nature of work equitable reward system, promotion, quality supervision, supportive colleagues and conducive working conditions.

A brief description of these follows:

1.1.4.1 Nature of Work:

Most employees crave intellectual challenges on their jobs. Therefore, they prefer jobs that offer those challenges and an opportunity to use their skills and abilities. However, while, too much challenge in job creates frustration and feelings of failure, too little challenge causes boredom. In fact, it is the conditions of moderate challenge in which employees experience pleasure and satisfaction.

1.1.4.2 Pay and Promotion:

Employees want their pay systems and promotion policies as unambiguous, and in line with their expectations. Accordingly, if they see pay as fair, based on job demands and employees' skill and as per community pay standards, it results in job satisfaction.

Not surprisingly, employees consider promotions as their ultimate achievements in their careers. When they achieve it, they feel satisfied with their jobs. Besides, promotions made on a fair and just manner are also likely to create job satisfaction for the employee.

1.1.4.3 Quality Supervision:

Quality or supportive supervision establishes cordial and supportive personal relationship with subordinates and takes interest in subordinates wellbeing. Such characteristics of supervision create satisfaction for employees on their jobs.

1.1.4.4 Supportive Colleagues:

Experience shows that employees get more out of work than only money or tangible achievements. It happens so primarily by having opportunities for interaction with colleagues. Thus, work team fills the need for social interaction. Thus, having supportive colleagues also leads to employees' job satisfaction.

1.1.4.5 Conducive Working Conditions:

Employees are concerned with their work environment for both personal comfort and facilitating doing a job. Therefore, the physical surroundings that are safe, clean, comfortable and with a minimum degree of distractions result in a good or positive feeling towards their jobs. The good feeling toward one's job reflects his/her job satisfaction.

1.1.4.6 Considerate Leadership:

There is a large number of research studies that point out to the conclusion that considerate leadership results in higher job satisfaction than inconsiderate leadership. Although different studies used the different instruments of measurements, procedures etc., yet the trend of their findings is almost consistent. Supervisor behavior and the position he held or the social status of the supervisor and the feelings among subordinate for him are some of the considerations that affect the satisfaction of the jobs. If, suppose, supervisors or any superiors cooperate with their subordinates, the subordinates will be more satisfied and if their inconsiderate decisions harm the subordinate or they lack leadership qualities. The subordinates will feel themselves dissatisfied.

Social Interaction and Working in a group: Interaction of people with others or groups may result in job-satisfaction and dissatisfaction. If interaction is unsatisfying a person may withdraw himself in case of voluntary group but it is not always possible in an organizational group to withdraw and the result is frustrating and the more the interaction, the more the frustration.

The interaction is more satisfying if others' behavior in the group is similar to his own and others recognize him or when, interaction facilitates him in the achievement of goals.

1.1.4.7 Security of Job:

Security of job is an important factor in determining the job-satisfaction. If the organization provides job security, the people in the organization feel satisfied and if they are quite unsecured, they will be frustrated. Job-security is an important consideration on lower level or unskilled jobs while it is secondary on higher level or technical or skilled jobs.

1.1.4.8 Intrinsic Aspects of the Job:

The intrinsic value of job is also related to job-satisfaction. The intrinsic value of job differs from man to man, so job-satisfaction also differs. A person is satisfied with his job because he is especially trained for that job and has the capability of performing it well, the other prefers that job only because, he gets recognition in the group or society. The others may be interested in the job because it is easy to perform. Whatsoever may be the reason for accepting the job? They may feel himself satisfied or dissatisfied with the job due to number of reasons. A more skilled worker may feel dissatisfied if there are low job requirements.

There are three important dimensions to job satisfaction. These are:

First, job satisfaction being an emotional response to a job, cannot be seen. As such, it can only be inferred.

Second, job satisfaction is often determined by how satisfactorily outcomes meet or exceed one's expectations.

Third, job satisfaction represents an employee's attitudes towards five specific dimensions of the job: pay, the work itself, promotion opportunities, supervisions, and co-workers.

1.2 INDUSTRY PROFILE

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

Despite of 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 2013-14. Logistics industry is expected to reach over USD 2 billion by 2019. 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 of inbound and outbound segments of the manufacturing and service supply chains. Of late, the logistics infrastructure has gained a lot of attention both from business industry as well as policy makers. The role of managing this infrastructure, to effectively compete has been slightly under-emphasized. Inadequate logistics infrastructure has an 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 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 a number of different tiers, is 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 lack of adequate training institutions has led to a shortfall in skilled management and client service personnel. There is a lack of IT standard, 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 lack of training. The practitioners and the academicians are now aware of the importance of logistics and supply chain; 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 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 practiced in 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, effective and 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

The logistics firms are moving from a traditional setup to the integration of IT and technology to 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 economy growth of logistics industry is very essential. It is estimated that the Indian logistics industry will continue to show robust growth of 10-15% annually, leading 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 the 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 the position which provides end to end supply chain solutions to their customers. Thus, all this has paved the way for further growth of Logistics and Warehousing industry in the coming years.

1.3 COMPANY PROFILE

Zeniline Global Logistics Private Limited planned on venturing into the world of logistics with an aim 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 in order 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.

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

VISION

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

MISSION

- The aim to provide our customers with excellent value-added services and fulfill all our commitments.
- The intend to set a benchmark with respect to quality, integrity, consistency when it comes to our business.
- The strive to build a strong and loyal relationship with our agents and customers through honesty, dependability and meeting our deliverables on time, every time.
- The 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

They lookout for a 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, 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 each and every airport
- Shipments under all Incoterms viz. DDP, DDU, EX. Works, etc. to worldwide destinations
- Buyer Consolidations and POP Program for major buyers and buying houses in Europe and USA
- Shipments for Exhibitions and Trade Fairs
- Air Chartering and Project Handlings
- 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 Legalizations, Chamber of Commerce endorsements, etc.
- Cross Trade bookings

SEA FREIGHT

They 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 makes us a force to be reckoned in the logistics business. The safe delivery of cargoes across destinations is our prime focus and our team of experienced professionals and agents ensure the safe passage of your cargoes.

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 Legalizations, Chamber of Commerce endorsements, etc.

MULTI-MODAL TRANSPORTATION

The 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: -

- o Thorough knowledge of the procedures and documentation requirements in different countries and for different routes and modes
- o Consult with our clients regarding the fastest and the most economical routes considering the nature and weight of the cargo
- o Solutions for Containerized Cargo on Special Equipment and Projects Cargoes
- o 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

They 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 over-sized cargoes include huge machineries, plants and other equipment, we devise a strategy that includes planning, deciding the suitable ports, routes, trade and traffic forecasts, etc.

Our network of cargo specialists make sure that your consignment is transported from one point to the other in the set time-frame and is 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 requirement of the port, shipping liner and the customer
- Door to door deliveries from shipper's warehouse to consignee's warehouse at destination through our network of offices

SOC CONTAINERS & NVOCC

They 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 make it convenient for our customers to ship the cargo where terms are SOC movements. Our cordial relation with liners allows us to buy good freight for shipment of these SOCs from around the world.

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

WAREHOUSING & DISTRIBUTION

They have recently ventured into the world of Warehousing and Distribution for the convenience of our customers and in order 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 from our partners.

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, co-operation, creativity, employee satisfaction, etc.
- All these factors determine effectiveness of the organization.
- An organization is likely to be more effective if there is a two - way communication and employees are co -operative and have better perception of organization.
- Such employees have higher job-satisfaction and feel committed to organization.
- The productivity will also be higher.
- Thus, climate has an important influence on performance and satisfaction of employees. If the climate of an organization is favorable, there would be greater organization effectiveness.

1.5 OBJECTIVES OF THE STUDY

1.5.1 PRIMARY OBJECTIVE

To study the organizational climate with reference to Zeniline Global Logistics Private Limited.

1.5.2 SECONDARY OBJECTIVES

- To understand the recognition level of the knowledge and expertise
- To find out the perception of employees towards their salary.
- To assess the quality of relationship among the peers
- To understand the satisfaction level of the employees of the grievances handling procedure.
- To identify the adequacy level of the canteen facilities.
- To provide suitable suggestions to improve the job satisfaction through improvements in organizational climate.

1.6 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 employees higher job satisfaction and feel committed to organization.
- The study also aims to bring out 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.

1.7 LIMITATIONS OF THE STUDY

- A sample size is confined to 120 employees because of lack of time duration
- Few employees do not feel secure to give their opinion about organization.
- The study does not cover the entire employees of Zeniline Global Logistics Private Limited.
- The respondents and information collected in the study is from ZENILINE GLOBAL LOGISTICS PRIVATE LIMITED.

CHAPTER-II

REVIEW OF LITERATURE

Kerry Fairbrother James Warn, (2022), emphasized aspects of the workplace, contributing to depression and lack of job satisfaction. Stress is normally caused by a lack of power over the intended effects. At the workplace, tension is felt because of a lack of authority, job conflicts, and uncertainty, contributing to frustration. The principle of checkability brings a solution to lower pressures and contributes to job fulfilment in which a person has an attitude of desires and needs that depends on the aspirations of the individual and governs multiple facets of the working situation. A supportive working atmosphere, such as a positive environment for studying or no abuse at work or anxiety in the workplace, helps minimize depression and achieve job satisfaction.

Alf Crossman Bassem Abou Zaki, (2022), Explains Lebanese non-management banking employees' work satisfaction and results. The researchers found a substantial link in terms of pay and supervision between work satisfaction and gender. Only satisfied people within the company are willing to carry out their roles and obligations. Women workers were happy with the salaries, while men were happier with supervision. The author himself often claims this does not matter because the self-rate is inflated, and his colleagues' success is usually underestimated.

Annabel Droussiotis Jill Austin, (2022), The major reasons for managers' work satisfaction in Cyprus are "self-fulfilment," "independence," and "job environment." Fair salaries, well-educated subordinates, the prospects for self-realization are development opportunities. Employers can reflect on the three aspects of community independence of their work setting to ensure the framework's flow contributes to job satisfaction, i.e., age, sex, number of years in the company, public and private sector, number of workers oversaw.

Elsy Verhofstadt Hans De Witte Eddy Omeij, (2022), Discusses the connection between education and work satisfaction. Although there's a relationship, he claims there's no relationship, too. In contrast with the lower-skilled employees, higher-education workers are often happy, as they receive a better-quality job. He continues that under-trained employee can also be better pleased with the "good job psychological advantages. Employee quality varies with the educational level and results in various levels of work fulfilment. Job features play a major role, and you have the chance to use your skills. The author thus argues that organizations should concentrate more on standards of work than education.

Wei Cheng J. Mau Randy Ellsworth Donna Hawley, (2022), Discusses the degree and the factors impacting the teachers' happiness in the beginning. Teachers are pleased with their jobs, and academic proficiency, race, socio-economic status, teacher's degree, and whether their mother was a teacher are the variables contributing to their work satisfaction. The teaching license plays an important part here because it demonstrates the expertise and experience that the instructor wants to be taught.

Jui Chen Chen Colin Silverthorne, (2021), The contribution to job content and the associated effects, such as output and tension, of the individually variable locus of control was studied. Findings suggest that a low degree of work tension and a greater level of satisfaction and efficiency are the product of the internal position of control. The external control locus doesn't reduce work stress, while the internal control locus decreases work stress by reducing efficiency and happiness.

Jacob Eskildsen Kai Kristensen Henrik Gjesing Antvor, (2021), discusses the national culture's impact on the national work satisfaction level but discusses its role on other measures of the employment aspects at the same time. While there was a cultural impact on domestic job satisfaction, they claimed that all work satisfaction factors were not unique to the cultural context. The findings of a cross-border work satisfaction survey must be compared with management.

Benjamin Artz (2021), Studies the relationship between rewards and work satisfaction for Outer. Benefits from the periphery do not necessarily contribute to workplace satisfaction. In so long as the employee has the impression that he can fulfill his desires, it is still appropriate. It is also noticed that it does not fulfill the employee's expectations, which contributes to discontent. Organizations need to evaluate their processes more effectively and, if possible, provide fringe incentives and offer workers the chance to make use of them, thereby generating satisfaction with their work.

Mudor, H. & Tookson, P. (2021), discuss the relationship between human capital administration, employee satisfaction, and attrition eventually. Monitoring, recruitment, and compensation procedures, which are the three factors of HRM practices, are extremely counterproductive to employee satisfaction. Efficient workers lead to continuous employment and fair wages for employees. Job quality contributes directly to turnover.

May Chiun Lo T. Ramayah, (2021), evaluates whether mentoring results in work satisfaction within the Malaysian context. His results suggest that career mentoring is connected to every aspect of work satisfaction. The aspects of job satisfaction analysed were: jobs themselves, employees, managers, and promotion. At a higher education level, mentors often play an important role and deliver meaningful job results directly. But psychological mentoring has no essential connection to the three variables that fulfil the job (co-workers, the job itself, and promotion). The study also suggests that since therapeutic mentoring contributes to non-monetary happiness, workers would not appreciate it in the longest possible term.

Ronit Bogler Adam E.Nir, (2020), studies the importance of teachers' perceived organizational support on Job Satisfaction. There are two aspects to satisfaction, mainly intrinsic and extrinsic. Earned status and respect are extrinsic factors that play an important role in employee satisfaction. Self-efficacy, as an intrinsic factor, helps as it promotes individual self-fulfilment. When an organization value its employee's contribution and cares about their well-being, employees are intrinsically and extrinsically satisfied.

Nina Tomaževi Janko Seljak Aleksander Aristovnik , (2020), discusses the influence of organizational and environmental factors on employee job satisfaction. The police employees rated salary and security as the least motivator and support from the management as high. Police employees rate trust and belongingness as the key factor in job satisfaction.

Kumari, G & Pandey K.M. (2020), State that for any country, both the public and private sector are equally important and these two are fundamental criteria for every nation to thrive and expand. Here, the level of workplace satisfaction has been checked for work ambivalence (the state of having mixed feelings or contradictory ideas about something). The manager received a higher output ranking if the ambivalence of the workers was lower and vice versa. Jobs happiness and success have little connection if the ambivalence to the work rises. Organizations should also concentrate on clarifying their jobs to the workers in order to properly appreciate the task.

Seniwoliba A.J. (2020), analysed career quality satisfaction levels of teachers in the public high school in Temale Metropolis in Ghana and was found to motivate employees and contribute successfully to the achievement of job satisfaction through factors extrinsic to pay, rewards, working conditions, protection (medical and future pension benefits). In terms of worker satisfaction, the wages and working conditions are greater and organisations should still concentrate on it and take steps to enhance it by expanding. Organizations must preach fair wages for equal status.

Bart Cambré Evelien Kippers Marc van Veldhoven Hans De Witte, (2020), discussed the element of job satisfaction highlighted on group discrepancies. The research was carried out in Belgium in the banking industry. For the hypothesis test, a model was developed. The paradigm is "job demand management support," and the study showed that the demand for work had the greatest impact in explaining satisfaction in relation to working circumstances and less in relation to explaining satisfaction with task contents.

Lise M.Saari and Timothy A. Judge, (2019),discussed attitudes towards employee satisfaction, discussed the employee's mood is linked to the job where an employee loves the job, the content level rises with increasing the success of the company as a whole.

Singh, J.K & Jain, M (2019) Employee happiness and its impact on results were highlighted. The behaviour of workers represents the company's morality. The satisfied staff has a significant role in customer care and sales because they communicate regularly with the customer. The office is the gateway to employee fulfilment. Good labour practices and good working conditions also improve workers' efficiency, profitability, satisfaction, and retention.

Shanmugapriya. S (2019), in her study, the employees of public sector banking opined that the state banks had a sea turn in their success in analysing determinants of job satisfaction. Moreover, the economic and financial market reforms have begun. Various factors have made India one of the world's fastest-growing economies, including opening the global markets, reforming the banking system, rising investment levels, the proactive regulatory landscape, and its demographic profile. There is no question, for a functioning financial environment, a safe banking sector is important. Indian banks have good human capital and operating technologies oriented, being the largest and most profitable domestic and global scenarios.

Neeraj Kumari (2019), pursued observational research on behaviour and criteria in the service sector against job satisfaction. The research is done with a certain framework and observations into the life insurance scheme. Throughout the analysis, it is found that life insurance employees are usually satisfied. The researcher stresses the facets of incentives and financial advantages, and personal recognition, which has a dominant function to play, factors such as the company's goals, the reputation and credibility of the company, sustainability with the role, and the personality of the employee. The researcher further suggested that managers take care of recruiting and personnel decisions to make a constructive contribution to the human resource to effectively aware of the organization's future needs.

Crispen Chipunza, BulelwaMalo (2019), concluded that an optimistic view for the employees on the organization's community, successful relationships with co-workers, supervisors' encouragement. Participants are fairly pleased with job prospects, and the wages were not satisfactory. Finally, the connection between the atmosphere of the company and satisfaction at the job is important

George Kafui Agbozo, Isaac Sakyi Owusu, Mabel A. Huedoafia, Yaw Poateng Atakorah. (2018), in the study on the effect of work environment on job satisfaction: Data from Ghana's banking sector suggests that most bank workers are physically happy with their working environment. The researcher concluded that the atmosphere has a powerful impact on workers' happiness, therefore highlighting the need for management to improve employees' working practices to maximize efficiency.

Kumari, G & Pandey K.M. (2018), states that public sector and private sector both are equally important for any nation and these two are the basic requirement for any nation to prosper and grow. Here the job satisfaction level was tested in relation to job ambivalence (the state of having mixed feelings or contradictory ideas about something). Higher performance rating was given to the supervisor when the job ambivalence faced by the employees is less and vice-e-versa. Job satisfaction and performance has no relation when the job ambivalence increases towards the job. Therefore, organizations should focus on bringing clarity to the employees about their work, the process to be followed for the better understanding of the job.

Singh, J.K & Jain, M (2018), highlights on employee's job satisfaction and its impact on their performance. Employees' attitude reflects the moral of the company.

Happy employees play an important role in the areas of customers' service and sales as they are the one to interact with the customer on a daily basis. Work environment is the key factor in job satisfaction. Good work environment and good working conditions leads to job satisfaction at the same time helps in increasing employee work performance, profitability, customer satisfaction as well as retention.

Titus Oshagbemi, (2018), highlighted on the characteristics of job satisfaction of UK university teachers. It grouped the university teachers into three categories i.e., "Happy", "Satisfied", "Unhappy". Satisfied workers had higher job satisfaction level as they enjoyed their primary functions of teaching & research. Their satisfaction with organizational facilities was also very high. On the other hand, unsatisfied categories of workers were dissatisfied on all these aspects. This limitation can be reduced by the management of the organization by taking appropriate steps in reducing the dissatisfaction and giving a comfort level and a sense of belongingness to the employees in the organization and ultimately achieving job satisfaction leading to more job involvement.

Gurusamy, P., and Mahendran, K. (2018), in their study found that Salary occupy the First Rank for determining job satisfaction compared with other major determinants. The study was conducted on 300 respondents and was limited to the automobile industries of India.

CHAPTER-III

RESEARCH METHODOLOGY

In general “research” can be termed as an inquiry in to the nature of, the reason for, and the consequences of any particular set of circumstances. It is the process of finding solution for a problem after a thorough study and analysis of the situation factors. It tries to solve complex and complicated problem through use of various tools and techniques. These tools and techniques try to bring out a logical, accurate and scientific solution to given problems.

“METHODOLOGY” as the name suggests is the method through which the problem or situation is tackled. Managers in organization constantly engaged themselves in studying and analyzing issues and hence are involved in some form of research activity as they make decisions at the work place. It involves a lot of factors like research design, sample size, segment, and techniques of sampling, tools used etc all these steps and factors put together to bring out a clear and accurate result.

The research methodology adopted for the present study has been systematic and was done in accordance to the objectives set, which has been discussed in the earlier pages.

3.1 RESEARCH DESIGN:

- This study is descriptive in nature, which is purely based on the employees’ opinion.
- The data was collected in Survey through Questionnaire method.
- The Data used in the analysis & Interpretation is primary in nature, the study is descriptive in nature

3.2 RESEARCH METHOD:

- The method used for research is survey through questionnaire.
- The questionnaire consists of both open end and close end questions.

3.3 SAMPLING PLAN:

- Sampling plan is classified into three sections: -
 - a) **Sample unit**
 - ✓ Sample unit refers to who are the sample, target in the project study.
 - b) **Sample size**
 - ✓ Sample size refers to total number of people included in sampling plan. In this project study, sample size is 120 employees.
 - c) **Sampling procedure**
 - ✓ Sampling procedure refers to the method incurred for choosing samples. In this project study, the sampling procedure undertaken is 'stratified random sampling'.

PRIMARY DATA OF THE STUDY:

- ▣ Here, first-hand information obtained by distributing questionnaires.
- ▣ Data is collected directly from the individuals through questionnaires.

SECONDARY DATA OF THE STUDY:

- ▣ Secondary data were collected from various journals, magazines, published books and through internet.

3.4 SOURCES OF DATA:

- ▣ **Primary data –**

- Questionnaires.

- ▣ **Secondary data –**

- Internet.

- Published books.

3.5 DATA COLLECTION:

In this study, the data is collected through questionnaires. The questionnaire has been designed as both opened and closed ended questions.

DATA PROCESSING AND ANALYSIS OF PLAN:

- ▣ Processing and analysis of data has been done by means of printed questionnaire method and many statistical techniques that include percentage analysis, pie chart, histogram, chi square test which followed by conclusion and recommendation or suggestion.

TOOLS USED IN THE ANALYSIS

Data has been codified, tabulated and arrangement in a scientific manner statistical analysis. The term statistical refer to a measured value based on sample data. The various statistical techniques used are:

PERCENTAGE

It is a special kind of ratio, which is useful in making comparison between two or more series of data. It is also used to describe relationship between the variables.

ANALYSIS USING KARL PEARSON'S CORRELATION:

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables. The Pearson product-moment correlation coefficient is a measure of the strength and direction of association that exists between two variables measured on at least an interval scale. It is denoted by the symbol r .

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

CHI- SQUARE TEST I – (χ^2)

A chi-squared test, also referred to as chi-square test or χ^2 test, is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-squared distribution as closely as desired by making the sample size large enough.

The χ^2 test was first used by Karl Pearson in the year 1900. The quantity χ^2 describes the magnitude of the discrepancy between theory and observation.

It is calculated using:

$$\chi^2 = \sum [(O_i - E_i)^2 / E_i] \text{ with } (n - 1) \text{ degrees of freedom.}$$

Where, O_i refers to the observed frequency & E_i to the expected frequencies. χ^2 was used as a test of independence and goodness of fit.

ONE WAY ANOVA

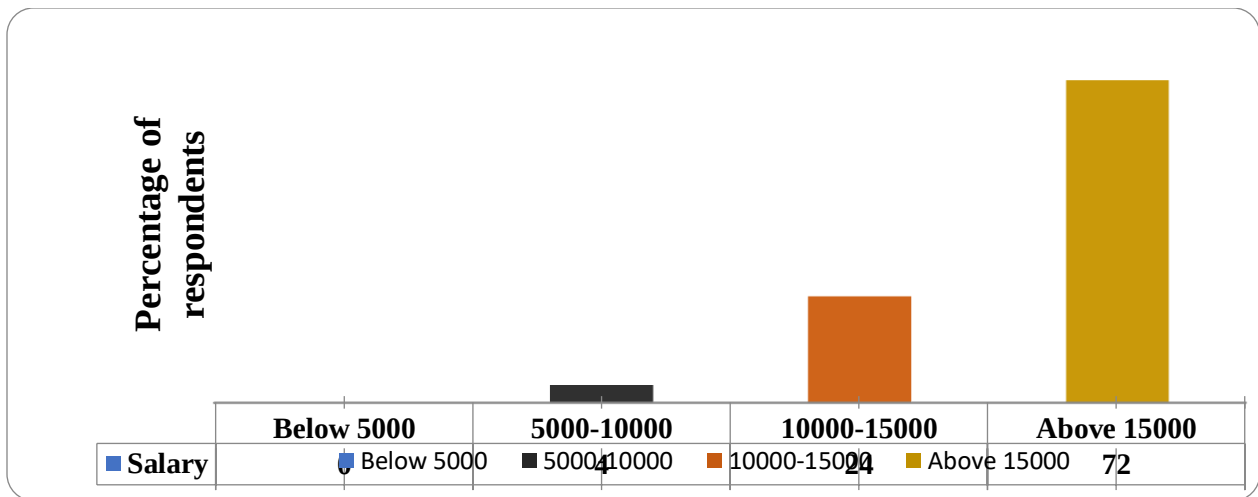
The ANOVA tests the null hypothesis that samples in two or more groups are drawn from populations with the same mean values. To do this, two estimates are made of the population variance. The ANOVA produces an F-statistic, the ratio of the variance calculated among the means to the variance within the samples. If the group means are drawn from populations with the same mean values, the variance between the group means should be lower than the variance of the samples, following the central limit theorem. A higher ratio therefore implies that the samples were drawn from populations with different mean values.

CHAPTER - IV
DATA ANALYSIS AND INTERPRETATION
4.1. PERCENTAGE ANALYSIS

Table-4.1.1 Salary of the employees in the organization

S.NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Below 5000	0	0
2.	5000-10000	5	4
3.	10000-15000	29	24
4.	Above 15000	86	72
	Total	120	100

Chart - 4.1.1 Salary of the employees in the organization



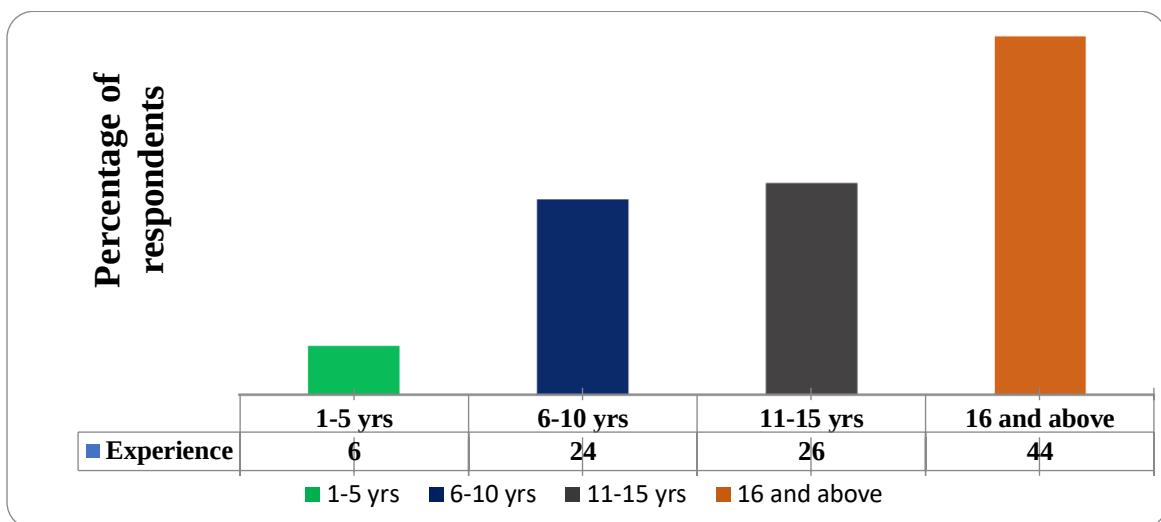
Inference:

72% of the respondents received above 15000 rupees salary from the organization, 24% of the respondents received between 10000- 15000 salary from the organization, 4% of the respondents received between 5000-10000 salary from the organization and 0% of the respondents received below 5000 rupees salary from the organization.

Table-4.1.2 Experience of the employees in the organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	1-5 years	7	6
2.	6-10 years	29	24
3.	11-15 years	31	26
4.	16 and above	53	44
	Total	120	100

Chart - 4.1.2 Experience of the employees in the organization



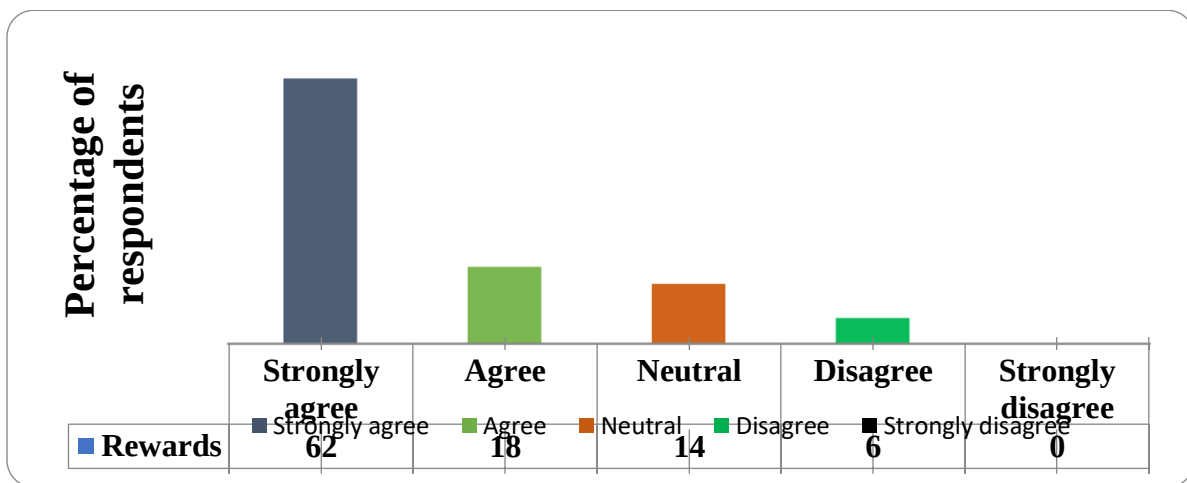
Inference:

44% of the respondents are having 16 and above years of experience in the organization, 26% of the respondents are having 11-15 years of experience, 24% of the respondents are having 6-10 years of experience and 6% of the respondents are having 1-5 years of experience in the organization.

Table -4.1.3 Knowledge and expertise in the organization

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	74	62
2.	Agree	22	18
3.	Neutral	17	14
4.	Disagree	7	6
5.	Strongly disagree	0	0
	Total	120	100

Chart - 4.1.3 Knowledge and expertise in the organization



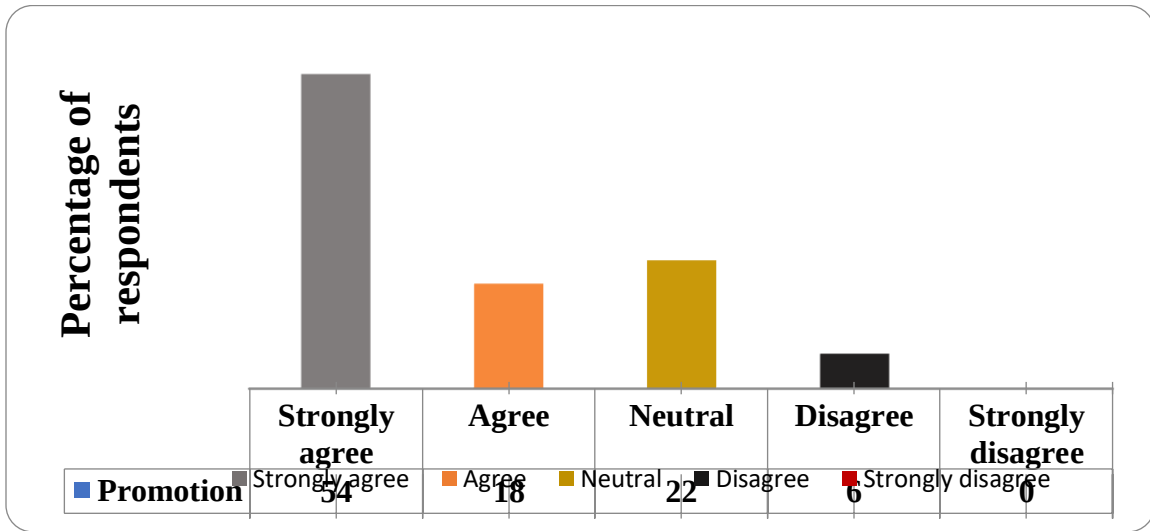
Inference:

62% of the respondents strongly agree that knowledge and expertise were recognized by superiors, 18% of the respondents Agree that knowledge and expertise were recognized by superiors, 14% of the respondents neutral that knowledge and expertise were recognized by superiors and 6% of the respondents Disagree that knowledge and expertise were recognized by superiors.

Table -4.1.4 Promotion system in the organization

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	65	54
2.	Agree	22	18
3.	Neutral	26	22
4.	Disagree	7	6
5.	Strongly disagree	0	0
	Total	120	100

Chart - 4.1.4 Promotion system in the organization



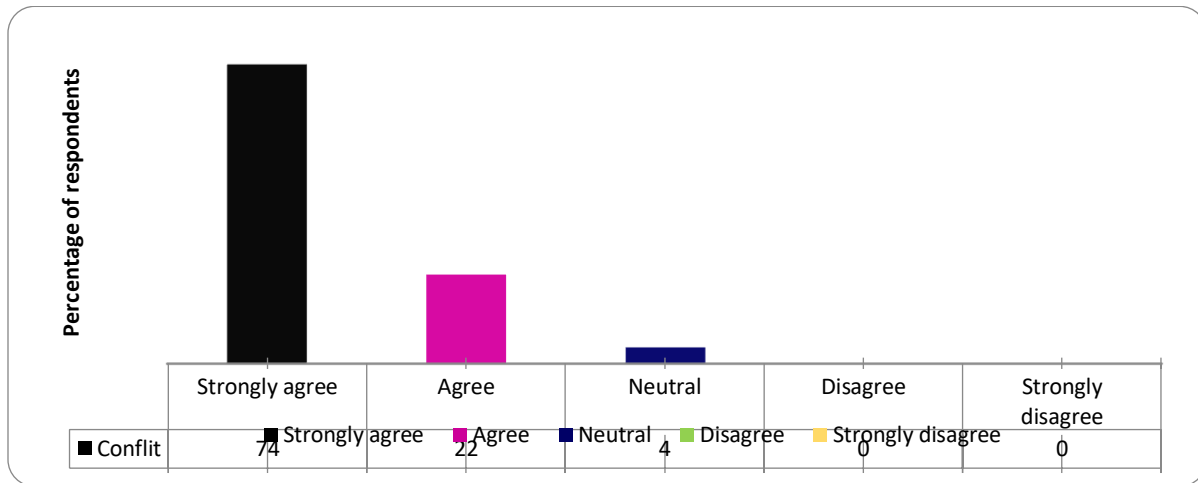
Inference:

54% of the respondent strongly agree that promotion given on the basis of merits and contribution in the organization, 22% of the respondent neutral that promotion given on the basis of merits, 18% of the respondent agree that promotion given on the basis of merits and 6% of the respondent disagree that promotion given on the basis of merits and contribution in the organization.

Table -4.1.5 Conflict management in the organization

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	89	74
2.	Agree	26	22
3.	Neutral	5	4
4.	Disagree	0	0
5.	Strongly disagree	0	0
	Total	120	100

Chart – 4.1.5 Conflict management in the organization



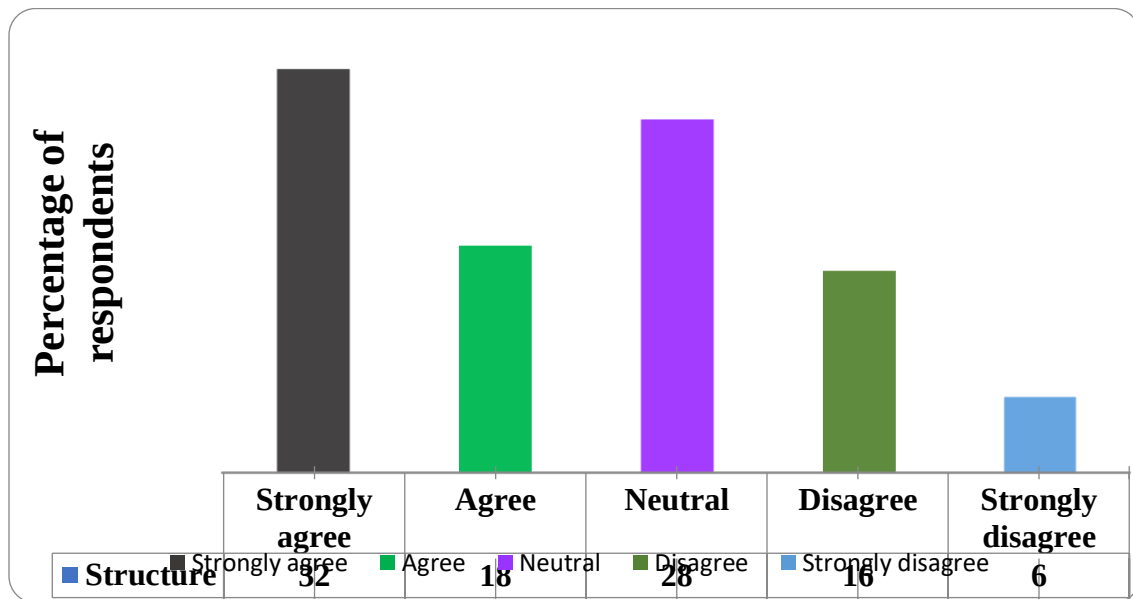
Inference:

74% of the respondents strongly agree about that the conflicts are avoided for smooth working conditions, 22% of the respondents agree about that the conflicts are avoided for smooth working conditions and 4% of the respondents neutral about that the conflicts are avoided for smooth working condition.

Table -4.1.6 Structure of the organization

S. NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	38	32
2.	Agree	22	18
3.	Neutral	34	28
4.	Disagree	19	16
5.	Strongly disagree	7	6
	Total	120	100

Chart - 4.1.6 Structure of the organization



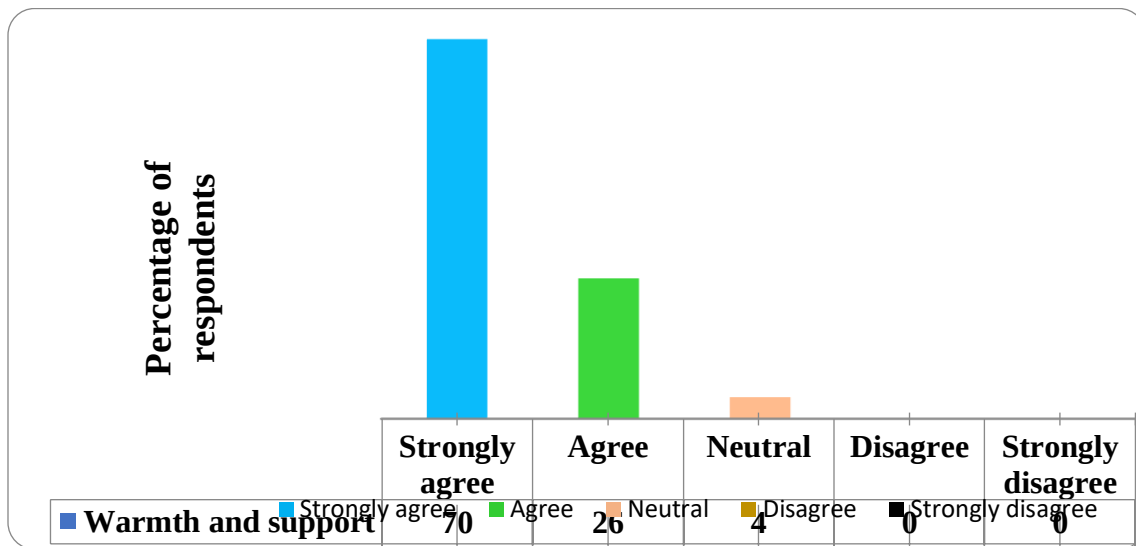
Inference:

32% of the respondents strongly agree that Structure of the organization, 28% of the respondents neutral that Structure of the organization, 18% of the respondents agree that Structure of the organization, 16% of the respondents disagree that Structure of the organization, 6% of the respondents Strongly disagree that Structure of the organization.

Table - 4.1.7 Employee's views on warmth and support in the organization

S.NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	84	70
2.	Agree	31	26
3.	Neutral	5	4
4.	Disagree	0	0
5.	Strongly disagree	0	0
	Total	120	100

Chart - 4.1.7 Employee's views on warmth and support in the organization



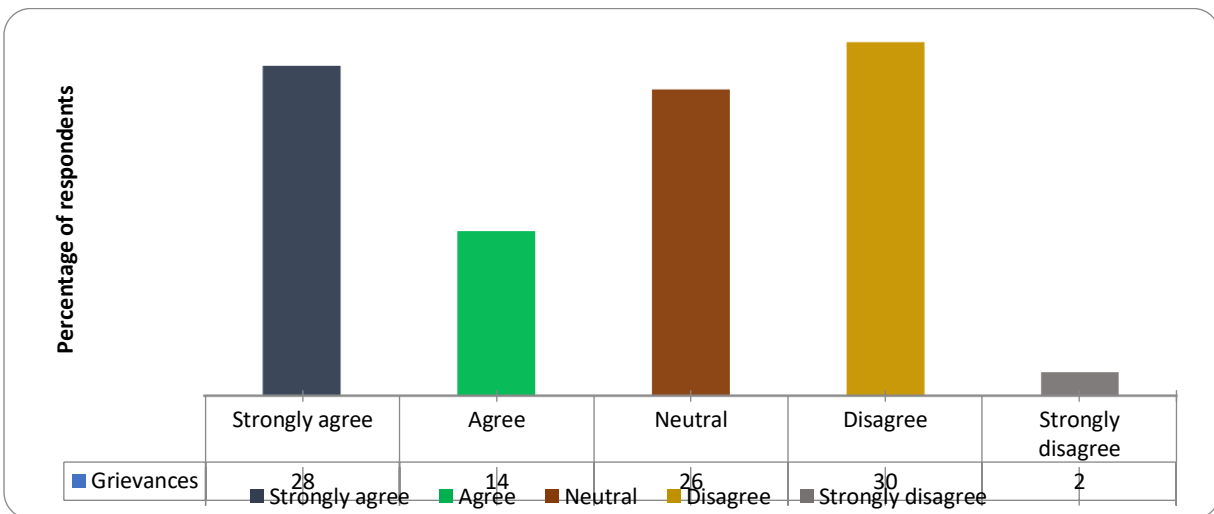
Inference:

70% of the respondents Strongly agree that their colleagues support them in difficulties in the organization, 26% of the respondents Agree that their colleagues support them in difficulties in the organization and 4% of the respondents neutral that their colleagues support them in difficulties in the organization.

Table -4.1.8 Employees' view on grievances handling procedure in the organization

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	34	28
2.	Agree	17	14
3.	Neutral	31	26
4.	Disagree	36	30
5.	Strongly disagree	2	2
	Total	120	100

Chart - 4.1.8 Employee's views on grievances handling procedure in the organization



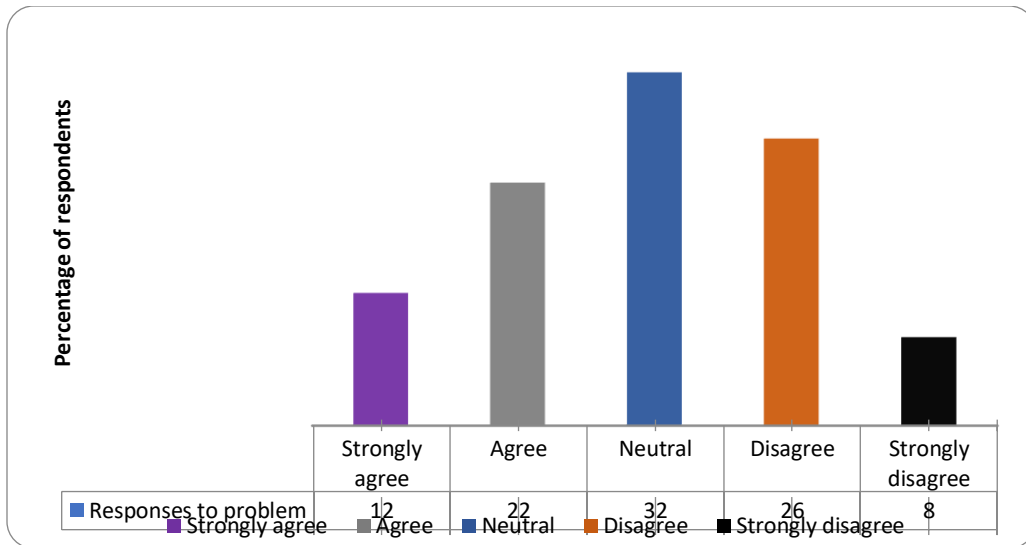
Inference:

30% of respondents said that they are disagree with the grievance handling procedure in organization, 28% of respondents said that they are strongly agree with the grievance handling procedure in organization, 26% of respondents said that they are neutral with the grievance handling procedure in organization, 14% of respondents said that they are agree with the grievance handling procedure in organization and 2% of respondents said that they are Strongly disagree with the grievance handling procedure in organization.

Table -4.1.9 Responses to the employee's problem in the organization

S. NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	14	12
2.	Agree	26	22
3.	Neutral	38	32
4.	Disagree	31	26
5.	Strongly disagree	11	8
	Total	120	100

Chart – 4.1.9 Responses to the employee's problem in the organization



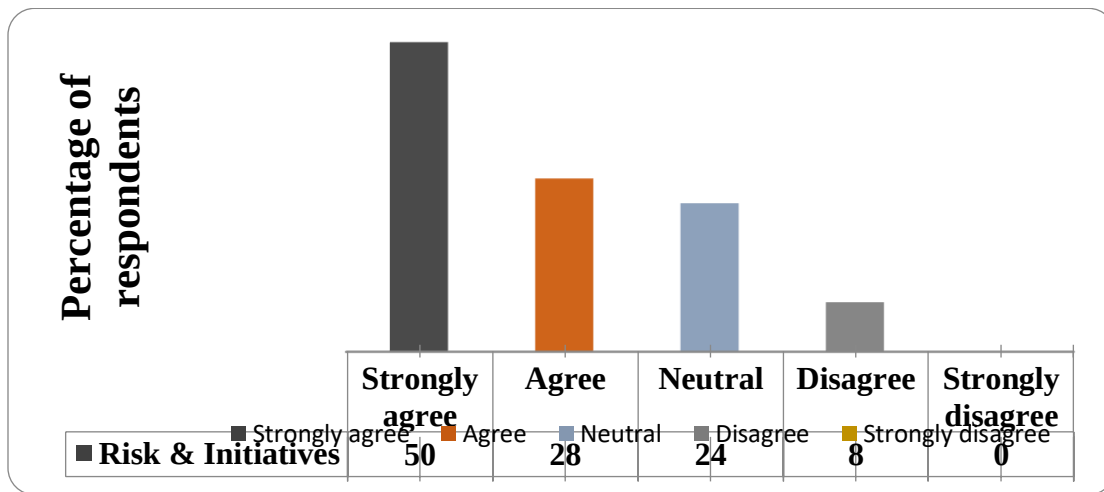
Inference:

8% of the respondents said that company immediately do not respond to an issues respondents have and 12% of the respondents said that company respond,32% of the respondents were neutral about their opinion of organization immediate response, 26%of the respondents were disagree about their opinion of organization immediate response and 22% of the respondents were Agree about their opinion of organization immediate responses.

Table – 4.1.10 Risk and initiatives in the organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	48	40
2.	Agree	34	28
3.	Neutral	29	24
4.	Disagree	9	8
5.	Strongly disagree	0	0
	Total	120	100

Chart - 4.1.10 Risk and initiatives in the organization



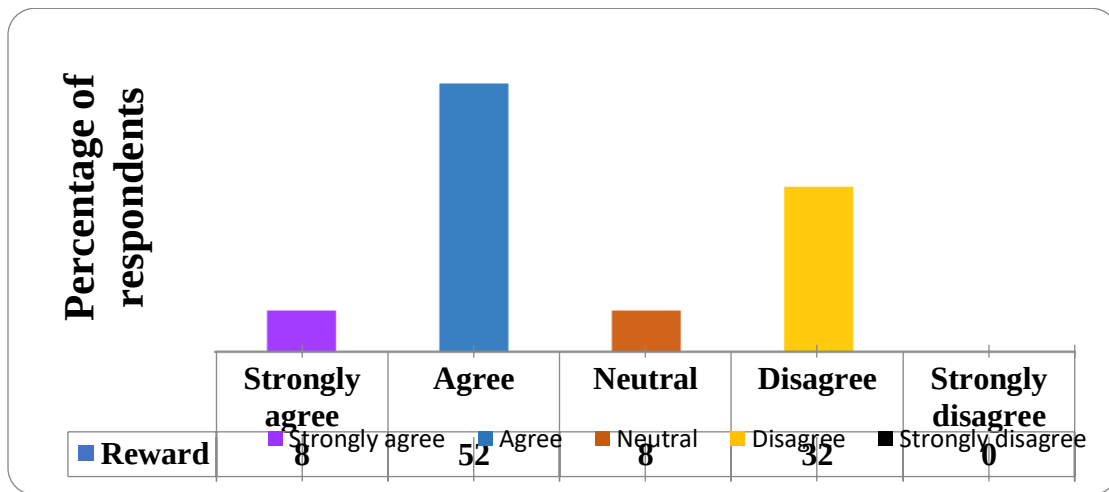
Inference:

50% of the respondents strongly agree that organization encourages them to do their work effectively, 28% of the respondents agree that organization encourages them to do their work effectively, 24% of the respondents neutral that organization encourages them to do their work effectively and 8% of the respondents disagree that organization encourages them to do their work effectively.

Table -4.1.11 Reward system in the organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	10	8
2.	Agree	62	52
3.	Neutral	10	8
4.	Disagree	38	32
5.	Strongly disagree	0	0
	Total	120	100

Chart - 4.1.11 Reward system in the organization



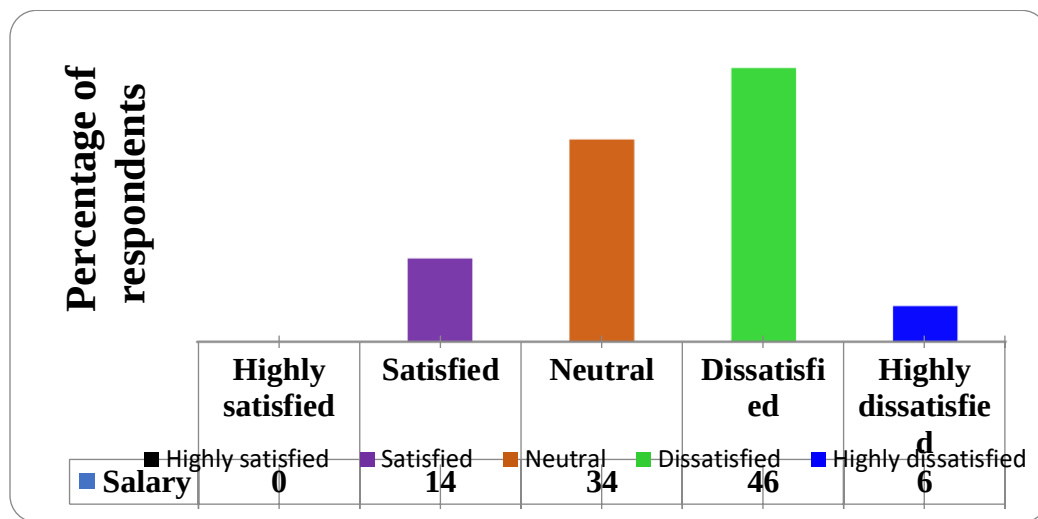
Inference:

52% of respondent are agree that they receive rewards and benefits in the organization were as 32% of the respondents were disagree with the rewards and benefits receive by them in the organization and 8 % of respondents Strongly agree and neutral that they receive rewards and benefits in the organization.

Table -4.1.12 Factors contributing to job satisfaction

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Highly satisfied	0	0
2.	Satisfied	17	14
3.	Neutral	41	34
4.	Dissatisfied	55	46
5.	Highly dissatisfied	7	6
	Total	120	100

Chart - 4.1.12 Factors contributing to job satisfaction



Inference:

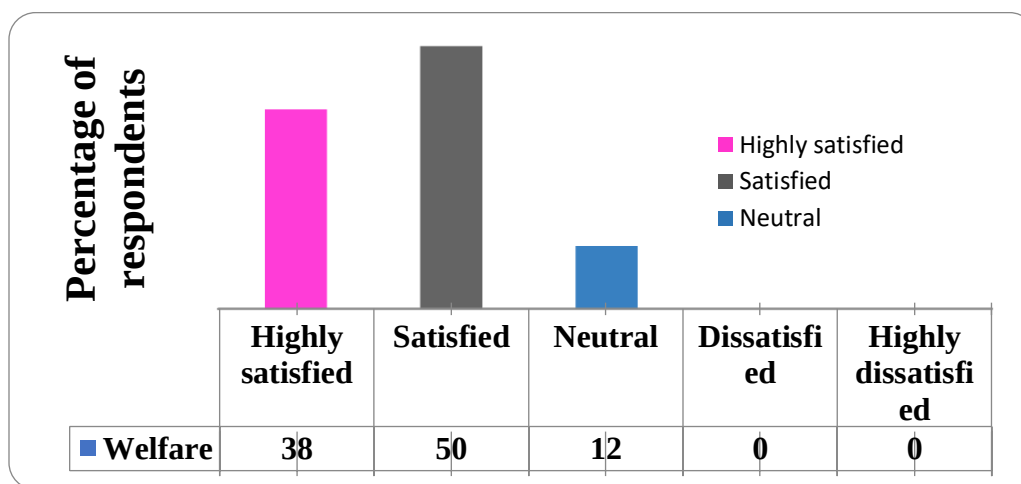
46% of the respondents are dissatisfied with their salary they receive for their work, 34% of the respondents are neutral and very few respondents are satisfied with the salary they receive from the organization, 14% of the respondents are satisfied with their salary they receive

from the organization and 6% of the respondents are highly dissatisfied with their salary they receive from the organization.

Table -4.1.13 Welfare facilities in the organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Highly satisfied	46	38
2.	Satisfied	60	50
3.	Neutral	14	12
4.	Dissatisfied	0	0
5.	Highly dissatisfied	0	0
	Total	120	100

Chart - 4.1.13 Welfare facilities in the organization



Inference:

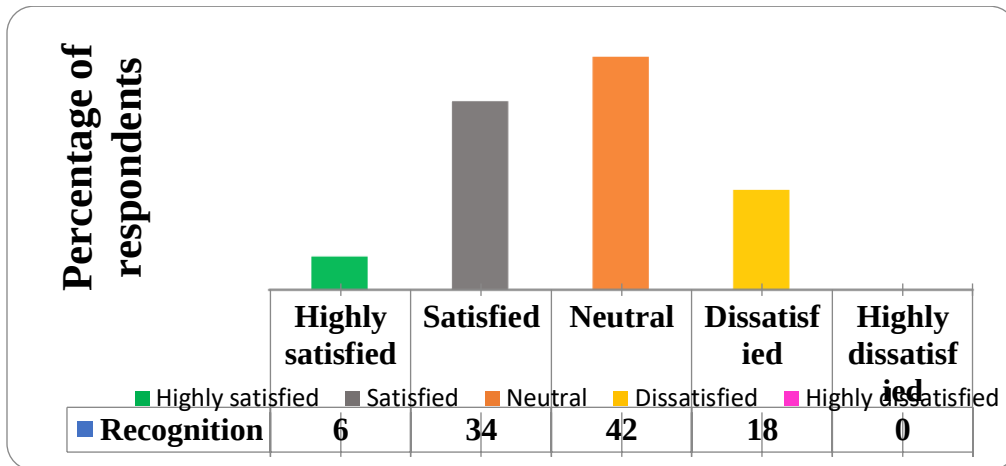
50% of the respondents of the organization are satisfied with the canteen facilities, 38% of the respondents of the organization are highly satisfied with the canteen facilities and only 12% of the respondents were given neutral responses about the canteen facilities provided by the organization.

Table -4.1.14

Recognition by the superiors in the organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Highly satisfied	7	6
2.	Satisfied	41	34
3.	Neutral	50	42
4.	Dissatisfied	22	18
5.	Highly dissatisfied	0	0
	Total	120	100

Chart - 4.1.14 Recognition by the superiors in the organization



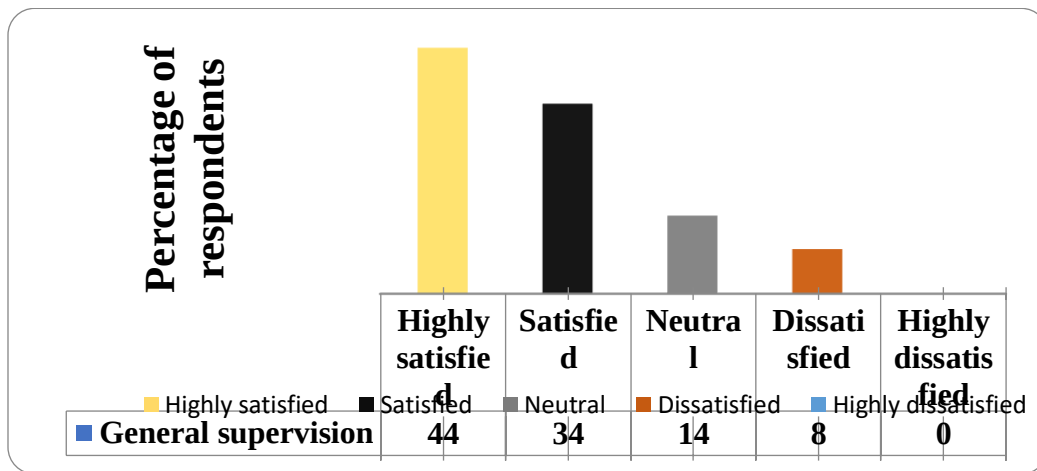
Inference:

34% of the respondents are satisfied with the superior's recognition in the organization, were as 42% of them are neutral and few of the respondents, 18% of them are dissatisfied with the superior's recognition in the organization and 6% of them are highly with the superior's recognition in the organization.

. Table – 4.1.15 General supervision in the organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Highly satisfied	52	44
2.	Satisfied	41	34
3.	Neutral	17	14
4.	Dissatisfied	10	8
5.	Highly dissatisfied	0	0
	Total	120	100

Chart – 4.1.15 General supervision in the organization



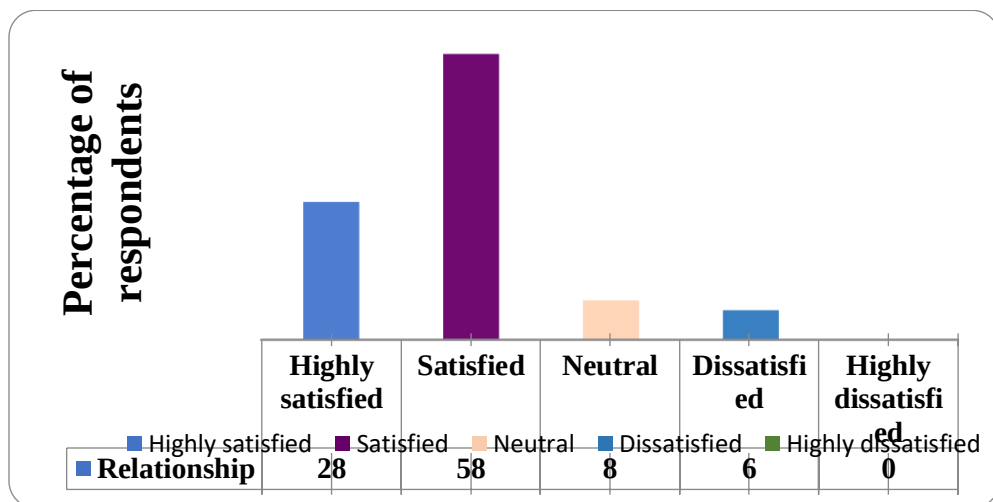
Inference:

44% of the respondents were highly satisfied with the feedback given by their superiors in the organization, 34% of the respondents were satisfied with the feedback given by their superiors in the organization, 14% of them were neutral, 8% of the respondents are dissatisfied with the superior's feedback.

Table – 4.1.16 Interpersonal relationship in the organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Highly satisfied	33	28
2.	Satisfied	70	58
3.	Neutral	10	8
4.	Dissatisfied	7	6
5.	Highly dissatisfied	0	0
	Total	120	100

Chart – 4.1.16 Interpersonal relationship in the organization



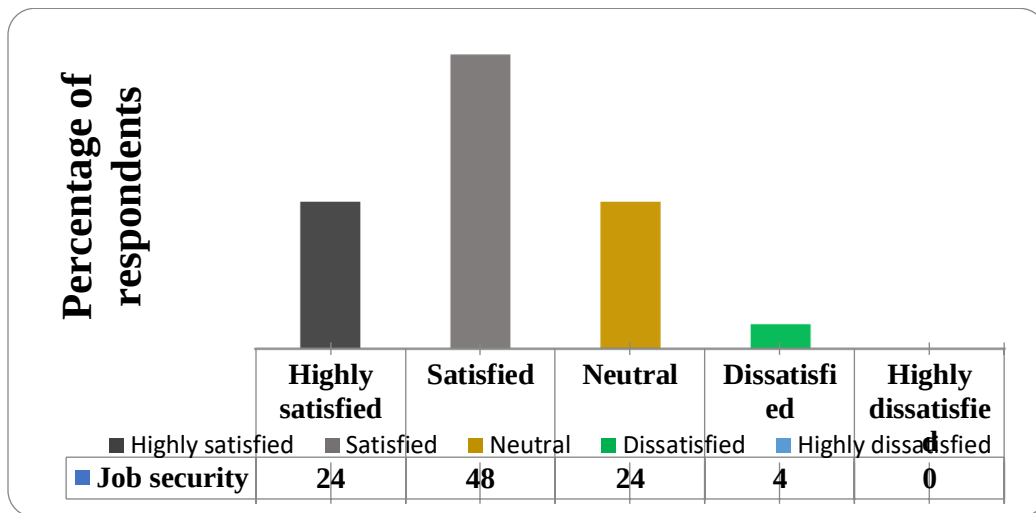
Inference:

58% of the respondents are satisfied with the interpersonal relationship in the organization, 28% of the respondents are highly satisfied with the interpersonal relationship in the organization, 8% of the respondents are neutral with the interpersonal relationship in the organization and 6% of the respondents are dissatisfied with the interpersonal relationship in the organization.

Table – 4.1.17 Job security in the Organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Highly satisfied	28	24
2.	Satisfied	58	48
3.	Neutral	29	24
4.	Dissatisfied	5	4
5.	Highly dissatisfied	0	0
	Total	120	100

Chart – 4.1.17 Job security in the Organization



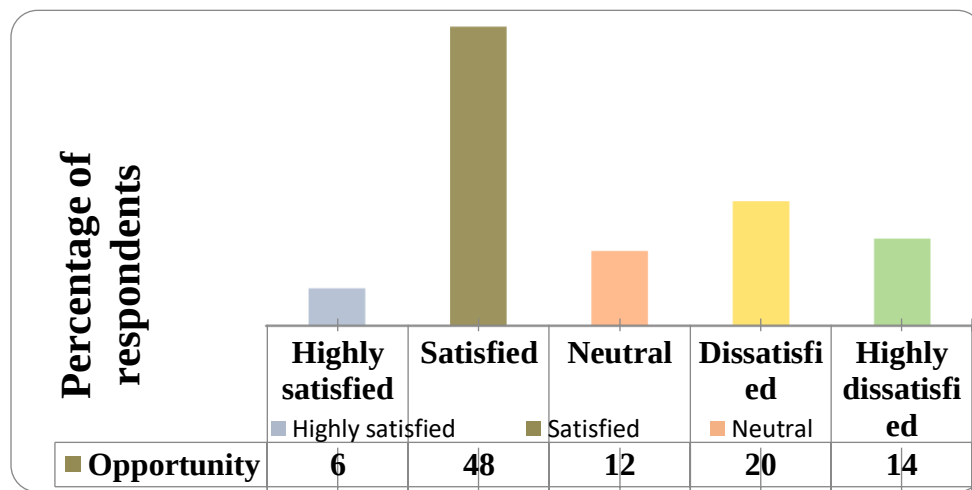
Inference:

48% of the respondents are satisfied with the job security in the organization and 24% of them were neutral in their opinion and 4% of the respondents are dissatisfied with the job security in the organization.

Table -4.1.18 Growth opportunity in the organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Highly satisfied	7	6
2.	Satisfied	58	48
3.	Neutral	14	12
4.	Dissatisfied	24	20
5.	Highly dissatisfied	17	14
	Total	120	100

Chart - 4.1.18 Growth opportunity in the organization



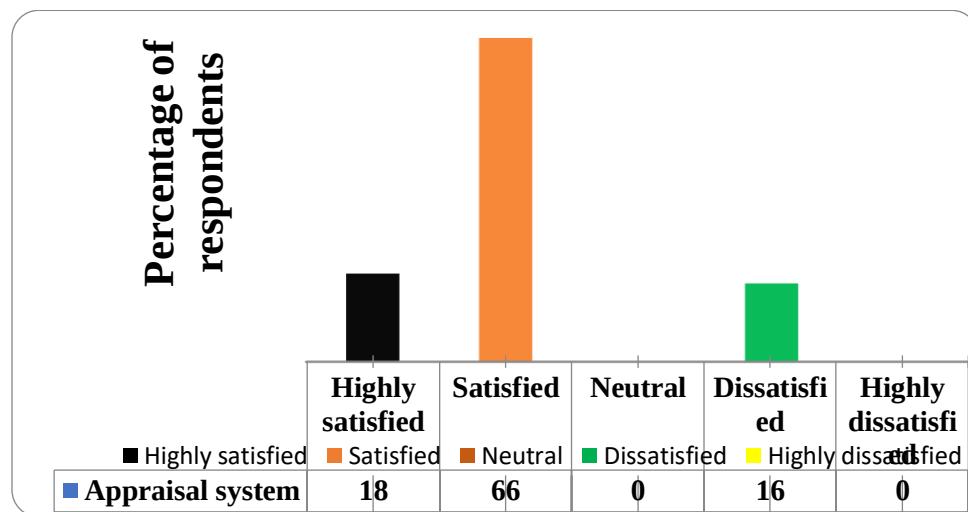
Inference:

48% of the respondents are satisfied with the growth opportunity in the organization, 20% of the respondents are dissatisfied with the growth opportunity in the organization, 14% of the respondents are highly dissatisfied with the growth opportunity in the organization, 12% of the respondents are neutral with the growth opportunity in the organization and 6% of the respondents are highly satisfied with the growth opportunity in the organization.

Table – 4.1.19 Appraisal system in the organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Highly satisfied	22	18
2.	Satisfied	79	66
3.	Neutral	0	0
4.	Dissatisfied	19	16
5.	Highly dissatisfied	0	0
	Total	120	100

Chart – 4.1.19 Appraisal system in the organization



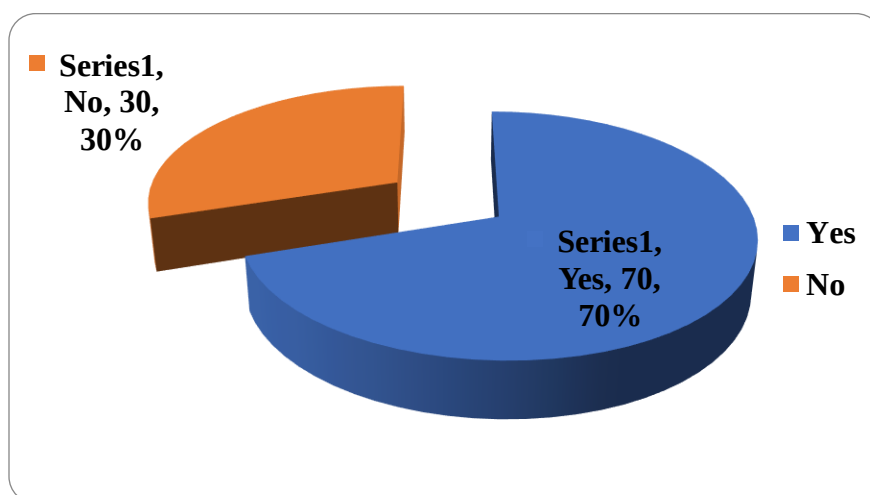
Inference:

66% of the respondents are satisfied with the appraisal system in the organization, 18% of the employees are highly satisfied with the appraisal system in the organization and 16% of the employees are dissatisfied with the appraisal system in the organization.

Table – 4.1.20 Quality of training in the organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Yes	84	70
2.	No	36	30
	Total	120	100

Chart – 4.1.20 Quality of training in the organization



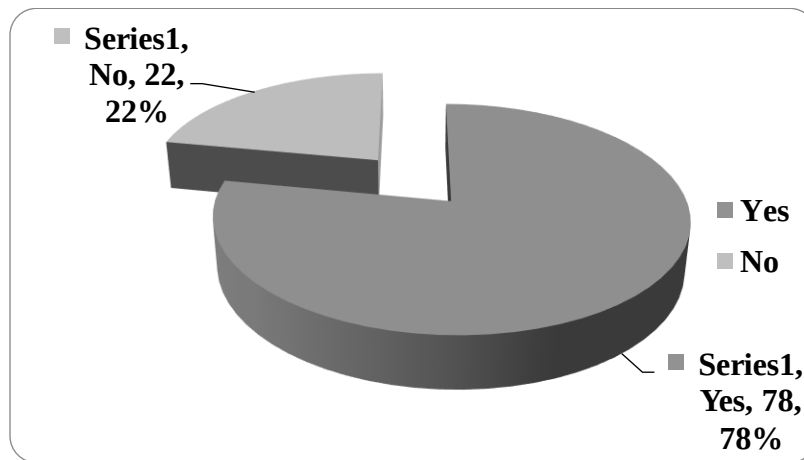
Inference:

70% of the respondents are satisfied with the quality of training and it is relevant to the kind of work they do. On the other hand, 30% of the respondents are not satisfied with the quality of training provided by the company.

Table- 4.1.21 Employees views on stressed at work in the organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Yes	94	78
2.	No	26	22
	Total	120	100

Chart - 4.1.21 Employees views on stressed at work in the organization



Inference:

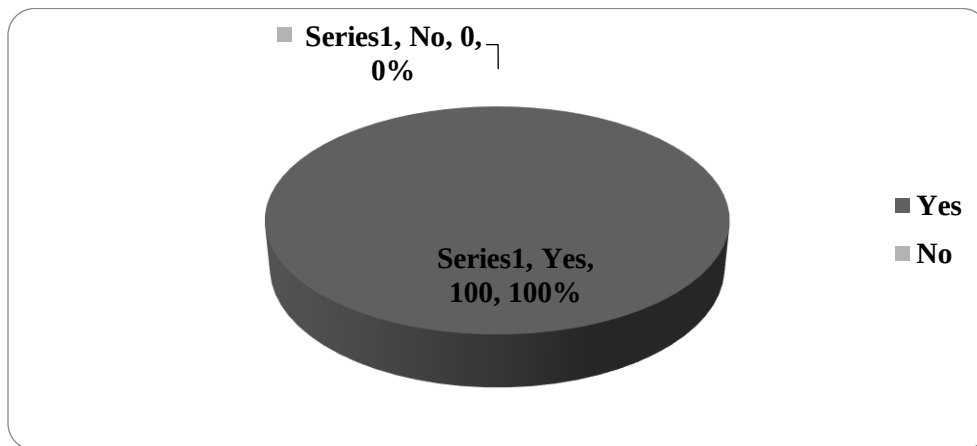
78% of the respondents agreed that there is less stress at work and 22% of respondent agreed that there is more stress at work.

Table – 4.1.22

Proudest of respondents towards organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Yes	120	100
2.	No	0	0
	Total	120	100

Chart – 4.1.22 Proudest of respondents towards organization



Inference:

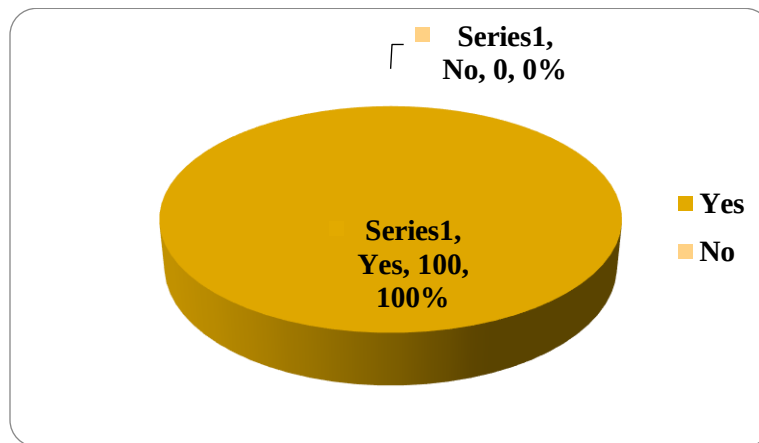
We found that 100% of the respondents agreed that they are proud to work for this organization.

Table – 4.1.23

Employees Belongingness towards organization

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Yes	120	100
2.	No	0	0
	Total	120	100

Chart – 4.1.23 Employees Belongingness towards organization



Inference:

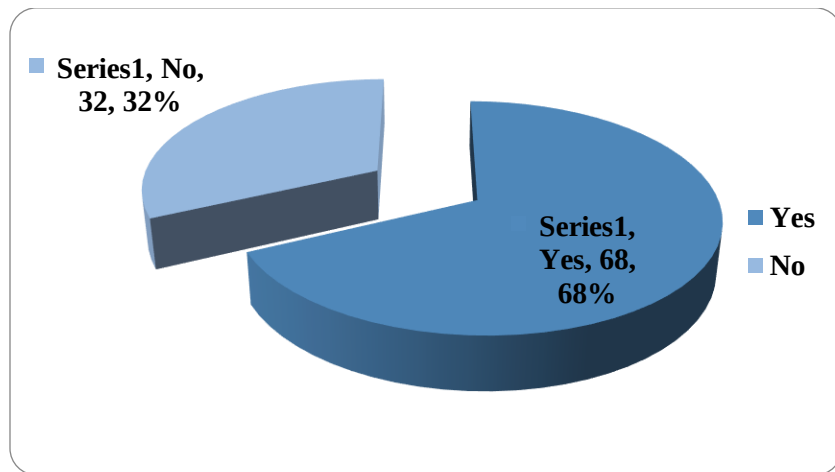
100% of respondents agreed that there is a sense of belongingness in the Organization.

Table- 4.1.24

Employees view on safety measures provided by the organization.

S. NO.	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Yes	82	68
2.	No	38	32
	Total	120	100

Chart - 4.1.24 Employees view on safety measures provided by the organization



Inference:

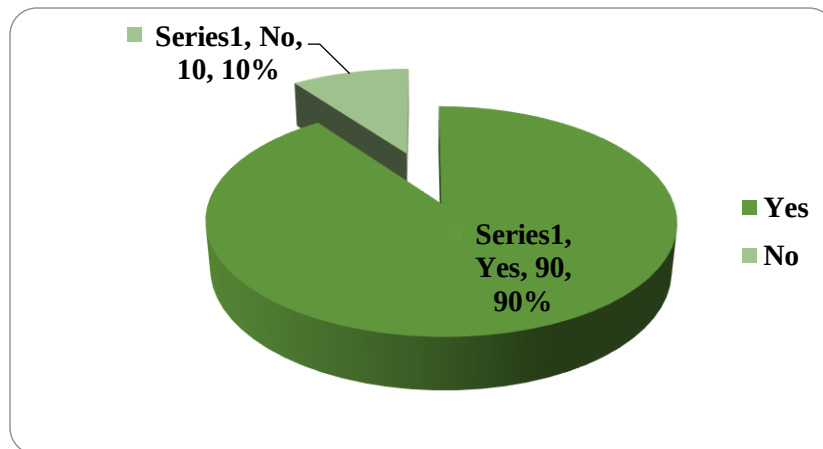
68% of the respondents' responses that company provides various safety measures to prevent them from accident and unhealthy working condition and 32% of the respondents' responses that company do not provides various safety measures.

Table- 4.1.25

Employees view on the various necessity provided in working place by the organization

S. NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1.	Yes	108	90
2.	No	12	10
	Total	120	100

Chart- 4.1.25 Employees view on the various necessity provided in working place by the organization



Inference:

90% of the respondents agreed that the organization is providing all necessities in the working place and 10% of the respondents disagreed that the organization is providing all necessities in the working place.

4.2 STATISTICAL TOOLS AND ANALYSIS

CHI- SQUARE TEST I – (ψ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (Ho):

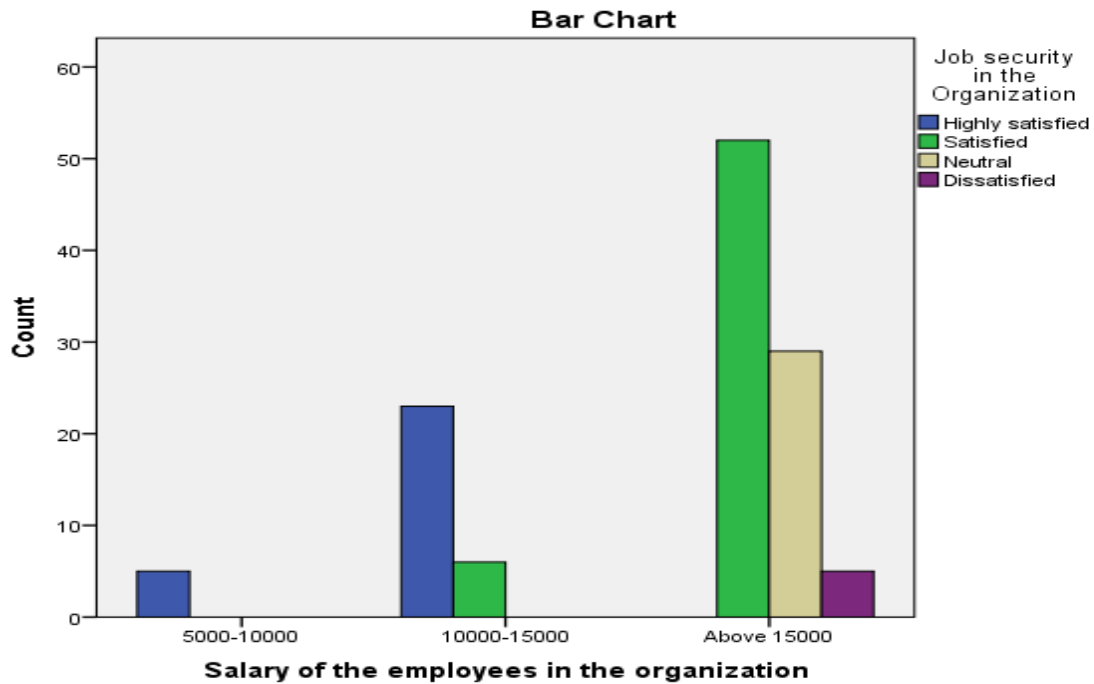
There is no relationship between the Salary of the employees in the organization and Job security in the Organization.

Alternate hypothesis (H1):

There is a relationship between the Salary of the employees in the organization and Job security in the Organization.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	94.668 ^a	6	.000
Likelihood Ratio	106.595	6	.000
Linear-by-Linear Association	57.669	1	.000
N of Valid Cases	120		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .21.



Degree of Freedom= $(r-1) * (c-1)$

$$= 2 * 3 = 6$$

Calculated value = 94.668

Tabulated value = 12.592

$Z = Z_{cal} > Z_{tab}$

$$Z = 94.668 > 12.592$$

Hence, the Alternate hypothesis $[H_1]$ is accepted

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is relationship between the Salary of the employees in the organization and Job security in the Organization.

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is no significance difference between the Experience of the employees in the organization and Recognition by the superiors in the organization.

Alternate hypothesis (H1):

There is a significance difference between the Experience of the employees in the organization and Recognition by the superiors in the organization.

Test of Homogeneity of Variances

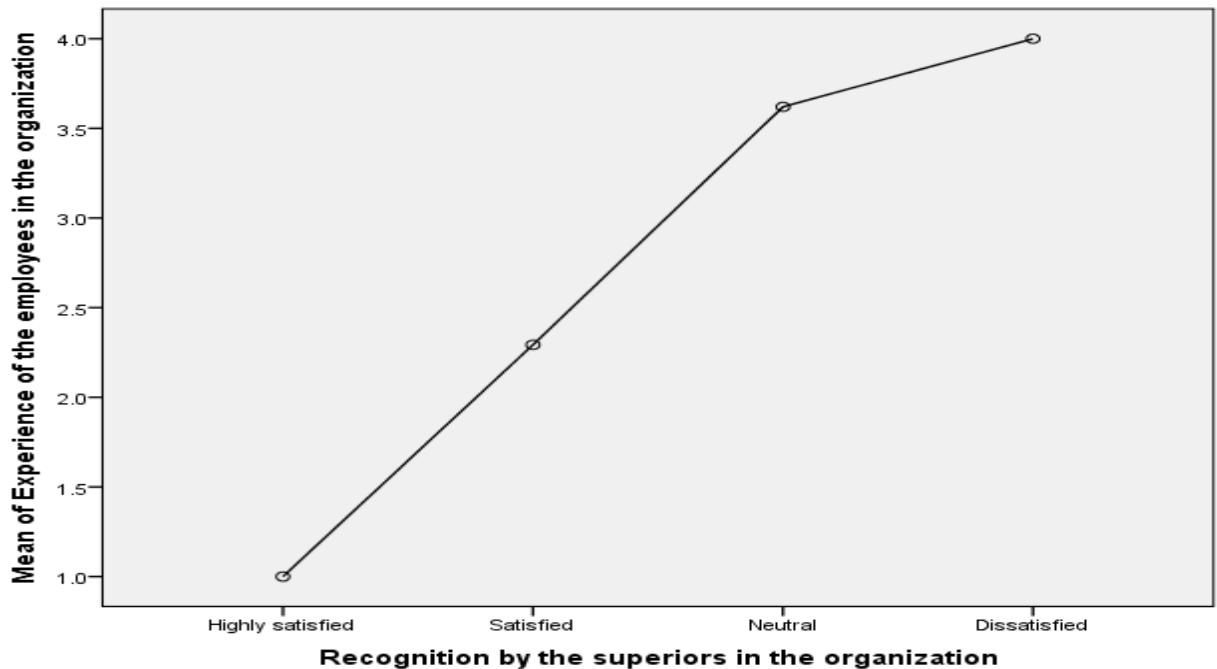
Experience of the employees in the organization

Levene Statistic	df1	df2	Sig.
80.258	3	116	.000

ANOVA

Experience of the employees in the organization

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	88.899	3	29.633	169.600	.000
Within Groups	20.268	116	.175		
Total	109.167	119			



Calculated value = 169.600

Tabulated value = 2.70

$F = F_{cal} > F_{tab}$ $F=169.600 > 2.70$

Hence, the Alternate hypothesis [H1] is accepted.

INFERENCE:

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is no significance difference between the Experience of the employees in the organization and Recognition by the superiors in the organization.

ANALYSIS USING KARL PEARSON'S CORRELATION

Null hypothesis (H0):

There is negative relationship between the Interpersonal relationship in the organization and Employee's views on warmth and support in the organization.

Alternate hypothesis (H1):

There is positive relationship between the Interpersonal relationship in the organization and Employee's views on warmth and support in the organization.

Correlations		Interpersonal relationship in the organization	Employee's views on warmth and support in the organization
Interpersonal relationship in the organization	Pearson Correlation	1	.727**
	Sig. (2-tailed)		.000
	N	120	120
Employee's views on warmth and support in the organization	Pearson Correlation	.727**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

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

r= .727

INFERENCE:

Since r is positive, there is positive relationship between the Interpersonal relationship in the organization and Employee's views on warmth and support in the organization.

CHAPTER-V

FINDING, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS FROM PERCENTAGE ANALYSIS:

1. 72% of the respondents receive above Rs.15000 salary from the organization and 4% of the respondents received between 5000-10000 salary from the organization.
2. 44% of the respondents are having 16 and above years of experience in the organization and 6% of the respondents are having 1-5 years of experience in the organization.
3. The most of the response have, 62% of the respondents strongly agree that knowledge and expertise were recognized by superiors and 6% of the respondents Disagree that knowledge and expertise were recognized by superiors.
4. Therefore 54% of the respondent strongly agree that promotion given on the basis of merits and contribution in the organization and 6% of the respondent disagree that promotion given on the basis of merits and contribution in the organization.
5. 74% of the respondents strongly agree about that the conflicts are avoided for smooth working conditions and 4% of the respondents neutral about that the conflicts are avoided for smooth working condition.
6. 32% of the respondents strongly agree that Structure of the organization and 6% of the respondents Strongly disagree that Structure of the organization.
7. 70% of the respondents strongly agree that their colleagues support them in difficulties in the organization and 4% of the respondents neutral that their colleagues support them in difficulties in the organization.

8. Therefore 30% respondents said that they are disagree with the grievance handling procedure in organization and 2% of respondents said that they are Strongly disagree with the grievance handling procedure in organization.
9. The most of that 32% of the respondents were neutral about their opinion of organization immediate response and 8% of the respondents said that company immediately do not respond to an issues respondent.
10. Majority of that 50% of respondents strongly agreed that organization encourages them to do the work effectively and 8% of the respondents disagree that organization encourages them to do their work effectively.
11. Most of that 52% of respondent are agree that they receive rewards and benefits in the organization and 8 % of respondents Strongly agree and neutral that they receive rewards and benefits in the organization.
12. Therefore 46% of the respondents are not satisfied with their salary they receive from the organization and 6% of the respondents are highly dissatisfied with their salary they receive from the organization.
13. Therefore 50% of the respondents of the organization are satisfied with the canteen facilities and 12% of the respondents were given neutral responses about the canteen facilities provided by the organization.
14. 42% of them are neutral and few of the respondents and 6% of them are highly with the superior's recognition in the organization.
15. 44% of the respondents are highly satisfied with the feedback given by their superiors and 8% of the respondents are dissatisfied with the superior's feedback.
16. Most of that 58% of the respondents satisfied with the interpersonal relationship in the organization and 6% of the respondents are dissatisfied with the interpersonal relationship in the organization.
17. 48% of the respondents are satisfied with the job security in the organization and 4% of the respondents are dissatisfied with the job security in the organization.

18. Therefore 48% of the respondents are satisfied with the growth opportunity in the organization and 6% of the respondents are highly satisfied with the growth opportunity in the organization.
19. 66% of the respondents is satisfied with the appraisal system in the organization and 16% of the employees are dissatisfied with the appraisal system in the organization.
20. 70% of the respondents are satisfied with the quality of training and it is relevant to the kind of work they do and 30% of the respondents are not satisfied with the quality of training provided by the company.
21. Most of that 78% of the respondents agreed that there is less stress at work and 22% of respondent agreed that there is more stress at work.
22. 100% of the respondents agreed that they are proud to work for this organization.
23. 100% of respondents agreed that there is a sense of belongingness in the Organization.
24. Most of that 68% of the respondents' responses that company provides various safety measures to prevent them from accident and unhealthy working condition and 32% of the respondents' responses that company do not provides various safety measures.
25. Majority of that 90% of the respondents agreed that the organization is providing all necessities in the working place and 10% of the respondents disagreed that the organization is providing all necessities in the working place.

5.2 SUGGESTIONS

1. Salary is a motivator for employees. The organization may pay them fairly enough, so that the individuals won't think that they are not compensated well and they will work happily for the organization.
2. The environment in which people work has tremendous effect on their level doing. So, the organization may upgrade their equipment and facilities.
3. The organization may help the individual to believe that the work they are doing is important and their tasks are meaningful.
4. Organization may place employee in right position, which may utilize their talents and not set up for failure. And superiors can give them regular, timely feedback on how they are doing and making them feel that they are adequately challenged in their job.

5.3 CONCLUSION

Organizational climate is the summary perception which people have about an organization. It is a global expression of what an organization is. Organizational climate is a major motivating factor responsible for satisfaction of employees and affects the quantum of their turnovers.

In Zeniline Global Logistics Private Limited, the working environment is really good, the organization is taking care of good health and safety measures in the working place. But it can be better if the organization gives chances to everyone to take part.

All researches show that for a favorable climate, for higher job satisfaction several internal and external factors play more important role. Factors like responsibility, reward, proper communication, decision making plays a major role. So that these factors are improved, employees have higher job satisfaction and they perceive better organizational climate.

Good climate attracts good and efficient people to the organization and they contribute to the productivity of organization. Thus, a good organizational climate is necessary for development of the organization.

REFERENCES:

- Kerry Fairbrother James Warn, (2022), Workplace dimensions, stress and job satisfaction, *Journal of Managerial Psychology*,18(1),8 – 21
- Crossman Bassem Abou Zaki, (2022), Job satisfaction and employee performance of Lebanese banking staff", *Journal of Managerial Psychology*, Vol. 18(4),368 – 376
- Annabel Droussiotis Jill Austin, (2022), Job satisfaction of managers in Cyprus, *Euro Med Journal of Business*,2(2),208 – 222
- Elsy Verhofstadt Hans De Witte Eddy Omey, (2022), Higher educated workers: better jobs but less satisfied? *International Journal of Manpower*,28(2),135 – 151
- Wei Cheng J. Mau Randy Ellsworth Donna Hawley, (2022), Job satisfaction and career persistence of beginning teachers, *International Journal of Educational Management*,22 (1),48 – 61
- Jui Chen Chen Colin Silverthorne, (2021), The impact of locus of control on job stress, job performance and job satisfaction in Taiwan, *Leadership & Organization Development Journal*,29(7),572 -582
- Jacob Eskildsen Kai Kristensen Henrik Gjesing Antvor, (2021), The relationship between job satisfaction and national culture, *The TQM Journal*,22 (4),369 – 378
- Benjamin Artz (2021), Fringe benefits and job satisfaction. *International Journal of Management* ,31(6),626-644
- Mudor, H. & Tookson, P. (2021), Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover. *Journal of Economics and Behavioral Studies* ,2(2),41-49
- May Chiun Lo T. Ramayah, (2021), Mentoring and job satisfaction in Malaysian SMEs, *Journal of Management Development*,30(4),427 – 440
- Ronit Bogler Adam E.Nir, (2020),The importance of teachers' perceived organizational support to job satisfaction. *Journal of Educational Administration*,50(3),287-306
- Nina Tomaževi Janko Seljak Aleksander Aristovnik, (2020), Factors influencing employee satisfaction in the police service: the case of Slovenia, *Personnel Review*,43(2),209 – 227

Kumari, G & Pandey K.M. (2020). Job Satisfaction in Public Sector and Private Sector: A Comparison. *International Journal of Innovation, Management and Technology* ,2(3),202-228

Seniwoliba A.J. (2020). Teacher motivation and job satisfaction in senior high schools in the Tamale metropolis of Ghana. *Merit Research Journal of Education and Review*,1(9),181-196

Bart Cambré Evelien Kippers Marc van Veldhoven Hans De Witte, (2020), Jobs and organizations, *Personnel Review*,41(2),200 – 215

Lise M.Saari and Timothy A. Judge, (2019),Employee Attitudes and Job Satisfaction, *Human Resource Management*,43(4)395 – 407.

Singh, J.K & Jain, M (2019). A Study of Employees' Job Satisfaction and its impact on their Performance. *Journal of Indian Research*, 1(4), 105-111.

Shanmugapriya. S (2019) "Determinants of Job Satisfaction of Public Sector Bank Employees", *International Journal of Scientific Research and Modern Education (IJSRME)* ISSN (Online): 2455 – 5630 (www.rdmodernresearch.com) Volume I, Issue II, 2016.

Neeraj Kumari (2019), Study of Parameters Affecting Employee Satisfaction, in Reliance life insurance branches of New Delhi, *Journal of Business and Management Sciences*, Vol. 4, No. 2, 2016, pp 34-42.

Crispen Chipunza, BulelwaMalo (2019) on "Organizational culture and job satisfaction among academic professionals at a South African university of technology", *Problems and Perspectives in Management*, 15(2), 148-161.

George Kafui Agbozo, Isaac Sakyi Owusu, Mabel A. Huedoafia, Yaw Poateng Atakorah. (2018) "The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana", *Journal of Human Resource Management*, 2017, 5(1): 12-18.

Kumari, G & Pandey K.M. (2018). Job Satisfaction in Public Sector and Private Sector: A Comparison. *International Journal of Innovation, Management and Technology* ,2(3),202-228.

Singh, J.K & Jain, M (2018). A Study of Employees' Job Satisfaction and its impact on their Performance. *Journal of Indian Research*, 1(4), 105-111.

Titus Oshagbemi, (2018), Academics and their managers: a comparative study in job satisfaction, *Personnel Review*, 28(1/2), 108 – 123.

Gurusamy, P., and Mahendran, K. (2018). Employees' Job Satisfaction in Automobile. *Analysis*, 2(7), 43 - 54.

ANNEXURE – I QUESTIONNAIRE

1. Personal profile

- Name
- Age (in years): 18-25 26-35 36-45 above 45
- Gender: male female
- Marital status: married single
- Salary (in Rs.):
 - A. Below 5000
 - B. Between 5000-10000
 - C. Between 10000-15000
 - D. Above 15000
- Years of experience
 - A. 1-5
 - B. 6-10
 - C. 11-15
 - D. 16 and above

Organizational climate

2. Knowledge and expertise in the organization in Zeniline Global Logistics Pvt Ltd?

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

3. Promotion system in the organization.
 - a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
4. Conflict management in the organization
 - a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
5. Structure of the organization.
 - a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
6. Employee's views on warmth and support in the organization.
 - a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree

7. Employees' view on grievances handling procedure in the organization

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

8. Responses to the employee's problem in the organization

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

9. Risk and initiatives in the organization

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

10. Reward system in the organization

- a. Strongly agree b. Agree
- c. Neutral d. Disagree
- e. Strongly disagree

11. Factors contributing to job satisfaction

- a. Highly satisfied
- b. satisfied
- c. Neutral
- d. Dissatisfied
- e. Highly dissatisfied

12. Welfare facilities in the organization

- a. Highly satisfied
- b. satisfied
- c. Neutral
- d. Dissatisfied
- e. Highly dissatisfied

13. Recognition by the superiors in the organization

- a. Highly satisfied
- b. satisfied
- c. Neutral
- d. Dissatisfied
- e. Highly dissatisfied

14. General supervision in the organization

- a. Highly satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Highly dissatisfied

15. Interpersonal relationship in the organization

- a. Highly satisfied
- b. satisfied
- c. Neutral
- d. Dissatisfied
- e. Highly dissatisfied

16. Job security in the Organization

- a. Highly satisfied
- b. satisfied
- c. Neutral
- d. Dissatisfied
- e. Highly dissatisfied

17. Growth opportunity in the organization

- a. Highly satisfied
- b. satisfied
- c. Neutral
- d. Dissatisfied
- e. Highly dissatisfied

18. Appraisal system in the organization.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

19. Quality of training in the organization.

- a. Yes b. No

20. Employees views on stressed at work in the organization.

- a. Yes b. No

21. Proudest of respondents towards organization

- a. Yes b. No

22. Employees Belongingness towards organization

- a. Yes b. No

23. Employees view on safety measures provided by the organization

- a. Yes b. No

24. Employees view on the various necessity provided in working place by the organization

- a. Yes b. No

25. Rank the following components of the organization climate which helps for job satisfaction in my organization?

1. Responsibility
2. Reward
3. Identity
4. Communication
5. Decision making

ANNEXURE – II

RESEARCH ARTICAL

A STUDY ON IMPACT OF ORGANIZATIONAL CLIMATE AT ZENILINE GLOBAL LOGISTICS PRIVATE LIMITED

¹K. Naveenraj, ²Dr. R. Blessie Pathmu

¹MBA student, School of Management Studies, Sathyabama Institute of Science and Technology,
Chennai, Tamilnadu, India

²Assistant Professor, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai,
Tamilnadu, India

ABSTRACT

Climate can be defined as the perceived attributes of an organization and its sub-systems as reflected in the way an organization deals with its members, groups and issues. Organizational climate is the process of quantifying the “culture” of an organization, and it precedes the notion of organizational culture. It is believed that a number of aspects of the workplace are a crucial factor in determining employee behaviour. The primary objective of this project is to study the impact of organizational climate with reference to Zeniline Global Logistics Private Limited. The secondary objectives are to understand the recognition level of the knowledge and expertise, find out the perception of employees towards their salary, assess the quality of relationship among the peers, understand the satisfaction level of the employees of the grievances handling procedure, identify the adequacy level of the canteen facilities and to provide suitable suggestions to improve the job satisfaction through improvements in organizational climate.

KEYWORDS: Organizational climate, Employee behavior, Job Satisfaction

INTRODUCTION:

The basic premise is that organizations have a set of generalized conditions that affect the experience and behavior of people within that organization. The degree of everyday pressure for production, authority, hierarchy, risk-taking, social support for employees under stress, progressiveness, individual autonomy, and reward orientation are organisational factors that are frequently seen as elements of climate. Dictionary of Administration and Management defines the same term as "the sum of all management-management, management-employee and employee or individual or group communication forces like commitment, morale, cooperation, decision-making, creativity, authority, conflict resolution, teamwork, independent thinking or action, etc., that are created or influenced by an organization's prevailing goal orientation and management style. Dictionary of Business and Management gives a very precise definition, "organizational climate is a set of properties of the work environment, perceived by employees and assured to be a major factor in influencing their behavior.

'Job' includes occupational activity performed by an individual in return for a monetary reward while 'satisfaction' is a word which is not easy to define. Job satisfaction has its relevance with regard to boosting up the morale of the employees. It increases the efficiency and the work orientation of the employees. An appropriate amount of job satisfaction contributes to the achievements of the organization, the extent to which the desire and hopes of a worker are fulfilled as a result of his work. Those external or internal manifestations that make someone feel satisfied or successful after completing a task. A generalised attitude of job satisfaction is produced by numerous distinct attitudes in three domains: particular job variables, personal changes, and interpersonal relationships.

OBJECTIVES:

- To understand the recognition level of the knowledge and expertise
- To find out the perception of employees towards their salary.
- To assess the quality of relationship among the peers
- To understand the satisfaction level of the employees of the grievances handling procedure.
- To identify the adequacy level of the canteen facilities.
- To provide suitable suggestions to improve the job satisfaction through improvements in organizational climate.

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 employees higher job satisfaction and feel committed to organization.
- The study also aims to bring out 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.

NEED FOR THE STUDY

- Researching an organization's culture is essential for gaining understanding of crucial factors like collaboration, employee happiness, and other areas like communication and innovation.
- All these factors determine effectiveness of the organization.
- An organization is likely to be more effective if there is a two - way communication and employees are co-operative and have better perception of organization.
- Such employees have higher job-satisfaction and feel committed to organization.
- The productivity will also be higher.
- Thus, climate has an important influence on performance and satisfaction of employees. If the climate of an organization is favorable, there would be greater organization effectiveness.

REVIEW OF LITERATURE:

Kerry Fairbrother James Warn, (2022), The workplace emphasises certain elements that might lead to sadness and a lack of job satisfaction. Stress is typically brought on by having little control over the anticipated outcomes. Because of a lack of authority, work disputes, and ambiguity, tension is felt at work, which adds to irritation. When a person has an attitude of wants and wishes that is based on their goals and regulates many aspects of the working environment, the concept of checkability helps to reduce pressures and promotes job fulfilment. A supportive work environment, such as a conducive learning environment or a lack of workplace harassment or anxiety, aids in reducing depression and achieving job satisfaction.

Alf Crossman Bassem Abou Zaki, (2022), Explains Lebanese non-management banking employees' work satisfaction and results. The researchers found a substantial link in terms of pay and supervision between work satisfaction and gender. Only content employees will fulfil their duties and responsibilities inside the organisation. While males preferred supervision, female employees preferred their salary. The author himself often claims this does not matter because the self-rate is inflated, and his colleagues' success is usually underestimated.

Annabel Droussiotis Jill Austin, (2022), The major reasons for managers' work satisfaction in Cyprus are "self-fulfilment," "independence," and "job environment." Fair salaries, well-educated subordinates, the prospects for self-realization are development opportunities. Employers can reflect on the three aspects of community independence of their work setting to ensure the framework's flow contributes to job satisfaction, i.e., age, sex, years spent in business, public and private sectors, and the number of employees managed.

Elsy Verhofstadt Hans De Witte Eddy Omeij, (2022), Discusses the connection between education and work satisfaction. In contrast with the lower-skilled employees, higher-education workers are often happy, as they receive a better-quality job. He continues that under-trained employee can also be better pleased with the "good job psychological advantages. Employee quality varies with the educational level and results in various levels of work fulfilment. Job features play a major role, and you have the chance to use your skills. The author thus argues that organizations should concentrate more on standards of work than education.

Wei Cheng J. Mau Randy Ellsworth Donna Hawley, (2022), Discusses the degree and the factors impacting the teachers' happiness in the beginning. Teachers are pleased with their jobs, and academic proficiency, race, socio-economic status, teacher's degree, and whether their mother was a teacher are the variables contributing to their work satisfaction. The teaching license plays an important part here because it demonstrates the expertise and experience that the instructor wants to be taught.

Jui Chen Chen Colin Silverthorne, (2021), The contribution to job content and the associated effects, such as output and tension, of the individually variable locus of control was studied. Findings suggest that a low degree of work tension and a greater level of satisfaction and efficiency are the product of the internal position of control. The external control locus doesn't reduce work stress, while the internal control locus decreases work stress by reducing efficiency and happiness.

RESEARCH DESIGN:

- This study is descriptive in nature, which is purely based on the employees' opinion.
- The data was collected in Survey through Questionnaire method.
- The Data used in the analysis & Interpretation is primary in nature, the study is descriptive in nature.

SOURCES OF DATA:

- Primary Data-Questionnaire given to 120 respondents
- Secondary Data-Websites and, Published reports & Review of literature from Published articles.

HYPOTHESIS:

• HYPOTHESIS 1

H0: There is no relationship between the Salary of the employees in the organization and Job security in the Organization.

H1: There is a relationship between the Salary of the employees in the organization and Job security in the Organization.

• HYPOTHESIS 2

H0: There is no significance difference between the Experience of the employees in the organization and Recognition by the superiors in the organization.

H1: There is a significance difference between the Experience of the employees in the organization and Recognition by the superiors in the organization.

• HYPOTHESIS 3

H0: There is negative relationship between the Interpersonal relationship in the organization and Employee's views on warmth and support in the organization.

H1: There is positive relationship between the Interpersonal relationship in the organization and Employee's views on warmth and support in the organization.

ANOVA

ANOVA

Experience of the employees in the organization

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	88.899	3	29.633	169.600	.000
Within Groups	20.268	116	.175		
Total	109.167	119			

INFERENCE:

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is no significance difference between the Experience of the employees in the organization and Recognition by the superiors in the organization.

CORRELATION

Correlations

		Interpersonal relationship in the organization	Employee's views on warmth and support in the organization
Interpersonal relationship in the organization	Pearson Correlation	1	.727**
	Sig. (2-tailed)		.000
	N	120	120
Employee's views on warmth and support in the organization	Pearson Correlation	.727**	1
	Sig. (2-tailed)	.000	
	N	120	120

**. Correlation is significant at the 0.01 level (2-tailed).

INFERENCE:

Since r is positive, there is positive relationship between the Interpersonal relationship in the organization and Employee's views on warmth and support in the organization.

CHI- SQUARE

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	94.668 ^a	6	.000
Likelihood Ratio	106.595	6	.000
Linear-by-Linear Association	57.669	1	.000
N of Valid Cases	120		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .21.

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is relationship between the Salary of the employees in the organization and Job security in the Organization.

FINDINGS

- 72% of the respondents receive above Rs.15000 salary from the organization and 4% of the respondents received between 5000-10000 salary from the organization.
- 44% of the respondents are having 16 and above years of experience in the organization and 6% of the respondents are having 1-5 years of experience in the organization.
- The most of the response have, 62% of the respondents strongly agree that knowledge and expertise were recognized by superiors and 6% of the respondents Disagree that knowledge and expertise were recognized by superiors.
- Therefore 54% of the respondent strongly agree that promotion given on the basis of merits and contribution in the organization and 6% of the respondent disagree that promotion given on the basis of merits and contribution in the organization.
- 74% of the respondents strongly agree about that the conflicts are avoided for smooth working conditions and 4% of the respondents neutral about that the conflicts are avoided for smooth working condition.
- 32% of the respondents strongly agree that Structure of the organization and 6% of the respondents Strongly disagree that Structure of the organization.

- 70% of the respondents strongly agree that their colleagues support them in difficulties in the organization and 4% of the respondents neutral that their colleagues support them in difficulties in the organization.
- Therefore 30% respondents said that they are disagree with the grievance handling procedure in organization and 2% of respondents said that they are Strongly disagree with the grievance handling procedure in organization.
- The most of that 32% of the respondents were neutral about their opinion of organization immediate response and 8% of the respondents said that company immediately do not respond to an issues respondent.
- Majority of that 50% of respondents strongly agreed that organization encourages them to do the work effectively and 8% of the respondents disagree that organization encourages them to do their work effectively.
- Most of that 52% of respondent are agree that they receive rewards and benefits in the organization and 8 % of respondents Strongly agree and neutral that they receive rewards and benefits in the organization.
- Therefore 46% of the respondents are not satisfied with their salary they receive from the organization and 6% of the respondents are highly dissatisfied with their salary they receive from the organization.
- Therefore 50% of the respondents of the organization are satisfied with the canteen facilities and 12% of the respondents were given neutral responses about the canteen facilities provided by the organization.
- 42% of them are neutral and few of the respondents and 6% of them are highly with the superior's recognition in the organization.
- 44% of the respondents are highly satisfied with the feedback given by their superiors and 8% of the respondents are dissatisfied with the superior's feedback.
- Most of that 58% of the respondents satisfied with the interpersonal relationship in the organization and 6% of the respondents are dissatisfied with the interpersonal relationship in the organization.
- 48% of the respondents are satisfied with the job security in the organization and 4% of the respondents are dissatisfied with the job security in the organization.
- Therefore 48% of the respondents are satisfied with the growth opportunity in the organization and 6% of the respondents are highly satisfied with the growth opportunity in the organization.
- 66% of the respondents is satisfied with the appraisal system in the organization and 16% of the employees are dissatisfied with the appraisal system in the organization.
- 70% of the respondents are satisfied with the quality of training and it is relevant to the kind of work they do and 30% of the respondents are not satisfied with the quality of training provided by the company.
- Most of that 78% of the respondents agreed that there is less stress at work and 22% of respondent agreed that there is more stress at work.

- 100% of the respondents agreed that they are proud to work for this organization.
- 100% of respondents agreed that there is a sense of belongingness in the Organization.
- Most of that 68% of the respondents' responses that company provides various safety measures to prevent them from accident and unhealthy working condition and 32% of the respondents' responses that company do not provides various safety measures.
- Majority of that 90% of the respondents agreed that the organization is providing all necessities in the working place and 10% of the respondents disagreed that the organization is providing all necessities in the working place.

SUGGESTIONS

- Salary is a motivator for employees. The organization may pay them fairly enough, so that the individuals won't think that they are not compensated well and they will work happily for the organization.
- The environment in which people work has tremendous effect on their level doing. So, the organization may upgrade their equipment and facilities.
- The organisation could assist the person in developing a sense of importance and purpose for their job.
- Organization may place employee in right position, which may utilize their talents and not set up for failure. And superiors can give them regular, timely feedback on how they are doing and making them feel that they are adequately challenged in their job.

LIMITATIONS OF THE STUDY

- A sample size is confined to 120 employees because of lack of time duration
- Few employees do not feel secure to give their opinion about organization.
- The study does not cover the entire employees of Zeniline Global Logistics Private Limited.
- The respondents and information collected in the study is from ZENILINE GLOBAL LOGISTICS PRIVATE LIMITED.

CONCLUSION

The general opinion that people have about an organisation is known as the organisational climate. It is a comprehensive representation of what a company is. An important motivating element that impacts employee happiness and turnover rates is the organisational environment. In Zeniline Global Logistics Private Limited, the working environment is really good, the organization is taking care of good health and safety measures in the working place. But it can be better if the organization gives chances to everyone to take part. All researches show that for a favorable climate, for higher job satisfaction several internal and external factors play more important role. Factors like responsibility, reward, proper communication, decision making plays a major role. So that these factors are improved, employees have higher job satisfaction and they perceive better organizational climate.

REFERENCES:

- Kerry Fairbrother James Warn, (2022), Workplace dimensions, stress and job satisfaction, *Journal of Managerial Psychology*,18(1),8 – 21
- Crossman Bassem Abou Zaki, (2022), Job satisfaction and employee performance of Lebanese banking staff", *Journal of Managerial Psychology*, Vol. 18(4),368 – 376
- Annabel Droussiotis Jill Austin, (2022), Job satisfaction of managers in Cyprus, *Euro Med Journal of Business*,2(2),208 – 222
- Elsy Verhofstadt Hans De Witte Eddy Omeij, (2022), Higher educated workers: better jobs but less satisfied? *International Journal of Manpower*,28(2),135 – 151
- Wei Cheng J. Mau Randy Ellsworth Donna Hawley, (2022), Job satisfaction and career persistence of beginning teachers, *International Journal of Educational Management*,22 (1),48 – 61
- Jui Chen Chen Colin Silverthorne, (2021), The impact of locus of control on job stress, job performance and job satisfaction in Taiwan, *Leadership & Organization Development Journal*,29(7),572 -582
- Jacob Eskildsen Kai Kristensen Henrik Gjesing Antvor, (2021), The relationship between job satisfaction and national culture, *The TQM Journal*,22 (4),369 – 378
- Benjamin Artz (2021), Fringe benefits and job satisfaction. *International Journal of Management* ,31(6),626-644
- Mudor, H. & Tookson, P. (2021), Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover. *Journal of Economics and Behavioral Studies* ,2(2),41-49
- May Chiun Lo T. Ramayah, (2021), Mentoring and job satisfaction in Malaysian SMEs, *Journal of Management Development*,30(4),427 – 440
- Ronit Bogler Adam E.Nir, (2020),The importance of teachers' perceived organizational support to job satisfaction. *Journal of Educational Administration*,50(3),287-306
- Nina Tomaževi Janko Seljak Aleksander Aristovnik, (2020), Factors influencing employee satisfaction in the police service: the case of Slovenia, *Personnel Review*,43(2),209 – 227
- Kumari, G & Pandey K.M. (2020). Job Satisfaction in Public Sector and Private Sector: A Comparison. *International Journal of Innovation, Management and Technology* ,2(3),202-228
- Seniwoliba A.J. (2020). Teacher motivation and job satisfaction in senior high schools in the Tamale metropolis of Ghana. *Merit Research Journal of Education and Review*,1(9),181-196

BIBLIOGRAPHY

BOOKS

1. L.M.Prasad, "Organizational Behavior " Sultan Chand and Sons – New Delhi, 2008
2. P.R.Vital, V. Malina , "Statistical Tools and Numerical" Sultan Chand and Sons – New Delhi, 2008
3. Tripathi, "Human Resource Development" Sultan Chand and Sons – New Delhi ,2008
4. Arora, "Research Methodology," Sultan Chand and Sons – New Delhi,2008
5. S.P.Gupta and M.P.Gupta, "Business Statistics," Sultan Chand and Sons – New Delhi,2008
6. Kothari, "Research Methodology," Wishwa Prakashan

WEBSITES

1. www.wikipedia.com
2. [http://en.wikipedia.org/wiki/sampling-\(statistics\)](http://en.wikipedia.org/wiki/sampling-(statistics))