

A STUDY ON ORGANISATIONAL CULTURE AND IT'S IMPACT ON EMPLOYEES' BEHAVIOUR IN HMIL

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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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

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **SHAMINI.M**

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I **SHAMINI.M (41410287)** hereby declare that the Project Report entitled “**A STUDY ON ORGANISATIONAL CULTURE AND IT’S IMPACT ON EMPLOYEES BEHAVIOUR IN HMIL**” done by me under the guidance of **DR.HAMEEM KHAN** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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ABSTRACT

This paper is attempts to brings out the behavioral aspect of the employees working in Hyundai Motors India Ltd. The main objective of the study is to find the overall performance of the employees. The research design used in this study is descriptive research design. Data from 100 people were collected as population study. Data was collected by survey method through structured questionnaire with close ended questions. The primary data was obtained through questionnaire and secondary data from the company records and through internet. The purpose of the survey process is to provide a more accurate assessment of the existing culture from the employees' point-of-view and also to assess their behavior's with respect to that of the existing culture. The culture of an organization consists of the values and beliefs of the people in an organization. The organizational culture usually has values and beliefs that support the organizational goals. Organizational culture has an impact on employee's satisfaction.

LIST OF TABLE

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CHAPTER 1 – INTRODUCTION

1.1. INTRODUCTION:

The study was conducted in Hyundai motor India limited to find the effectiveness of recruitment process Recruitment process is a crucial factor in any organization for selecting the right person for right job This study is basically to understand the effectiveness of the recruitment process that support the organization activity in its betterment The process of finding and hiring the best qualified candidate (with or outside the organization) for a new or existing job is known as recruitment process The recruitment process includes analyzing the recruitment of a job attracting employees to that job, screening and selecting applicants, hiring and adding the new employees to the organization The study on effectiveness of recruitment process provides the organization to know how effectively the process is going on.

1.2. INDUSTRY PROFILE:

The Indian automotive industry has witnessed an unprecedented boom in recent year owing the improvement in living standards of the middle class, and a significant increase in their disposable incomes. The industry is expected to touch the 10 million mark, to which the commercial vehicle segment will be a major contributor. Industry experts peg the Indian automobile sales growth at a compounded annual growth rate of 9.5% by the end of 2010.



- HMIL has two manufacturing plants in Irungattukottai and Sriperumbudur in Tamil Nadu. HMIL's manufacturing plant near Chennai claims to have the most advanced production, quality and testing capabilities in the country. To cater to rising demand, HMIL commissioned its second plant in February 2008, which produces an additional 300,000 units per annum, raising HMIL's total production capacity to 600,000 units per annum. Current Production Capacity efficiency, has led to rolling out cars in 31 seconds, with these 2 plants in Irungattukottai , Sriperumbudur increased to 7,40,000 cars per year.
- Hyundai Motor India Engineering (HMIE) is a fully owned subsidiary of Hyundai Motor Company, South Korea, which is located at Hyderabad, Telangana. HMIL established HMIE in November 2006 and contributed to the development of Hyundai Motors' popular new models for the Indian market starting with the Eon

and followed now by the "i" series, and also in SUV segments like the Creta. Hyundai Motors' other overseas R&D centers are located in the United States, Germany, Japan, Korea, and China.

ELECTRIC AND HYBRID VEHICLES:

Hyundai Motor Company began developing flexible-fuel vehicles (FFVs) in 1988. The test vehicle was 1991 MY Scope FFV. Since March, 1992, in Seoul, Korea, through at least November 1993, field trials of several FFVs had been performed over more than 30,000 miles.

- The Hyundai Sonata Hybrid uses a lightweight lithium polymer battery. The first pure electric car developed by Hyundai was the Sonata Electric Vehicle in 1991. The car started as a Sonata sedan based model. Hyundai later produced electric vehicles utilizing Excel, Grace, Accent, Atos and Kia Sportage platforms
- Hyundai planned to have six electric vehicles available for testing by the end of 1992. The company was using batteries from Ovonic Battery Company Inc. in Troy, Michigan. The Excel and Sonata were the two different models on which the electric vehicles were based. The vehicles were scheduled to be tested in the United States and in Korea.
- The new hybrid-electric FGV-1 was unveiled at the Seoul Motor Show in 1995. The car featured a full-time electric drive technology. The 1995 Hyundai FGV-1 was the result of Hyundai's first experiments with hybrid propulsion systems in 1994.

1.3.COMPANY PROFILE

Hyundai Motor India Ltd is a wholly owned subsidiary of the Hyundai Motor Company headquartered in South Korea. It is the second largest automobile manufacturer with 16.2% market share as of February 2019 and US\$5.5 billion turn-over in India.

Hyundai Santro Xing (first generation) was manufactured only by Hyundai Motor India Limited. Hyundai Motor India Limited was formed on 6 May 1996 by the Hyundai Motor Company of South Korea. When Hyundai Motor Company entered the Indian Automobile Market in 1996 the Hyundai brand was almost unknown throughout India. During the entry of Hyundai in 1996, there were only five major automobile manufacturers in India. Maruti, Hindustan, Premier, Tata and Mahindra. Daewoo had entered the Indian automobile market with Cielo just three years back while Ford, Opel and Honda had entered less than a year back. For more than a decade till Hyundai arrived, Maruti Suzuki had a near monopoly over the passenger cars segment because Tata Motors and Mahindra & Mahindra were solely utility and commercial vehicle manufacturers, while Hindustan and Premier both built outdated and uncompetitive products. The company is looking its future business growth in Mobility and has invested \$14 million in Delhi based car rental platform With this strategic. Hyundai Motor will work to co-develop the company's new growth engine by developing innovative mobility services that combine technologies such as autonomous driving and artificial intelligence with the sharing economy to transform people's lives.

HISTORY:

HMIL's first car, the Hyundai Santro was launched on 23 September 1998 and was a runaway success. Within a few months of its inception HMIL became the second largest automobile manufacturer and the largest automobile exporter in India. Hyundai Motor India Limited (HMIL) is a wholly owned subsidiary of Hyundai Motor Company (HMC), South Korea and is the largest passenger car exporter and the second largest car manufacturer in India. HMIL presently markets 10 models Eon, Grand i10, Xcent, Elite i20, i20 Active, Verna, Creta, Elantra, Tucson, and the newly launched Santro. HMC

has set up a research and development facility (Hyundai Motor India Engineering HMIE) in the cyber city of Hyderabad. As HMC's global export hub for compact cars, HMIL is the first automotive company in India to achieve the export of 10 lakh cars in just over a decade.

HMIL currently exports cars to more than 87 countries across EU, Africa, Middle East, Latin America, Asia and Australia. It has been the number one exporter of passenger cars of the country for the eighth year in a row.[2] To support its growth and expansion plans, HMIL currently has 493 strong dealer network and more than 1,309 strong service points across India. In July 2012, Arvind Saxena, the Director of Marketing and Sales stepped down from the position after serving the company for 7 years.[3] In August 2018, Rakesh Srivastava, Director Sales and Marketing at Hyundai India resigned from his position after serving for six years. On December 4, 2018: Hyundai Motor India Ltd, announced the top level management changes with immediate effect. Mr. Y K Koo completed 3 years successful tenure to lead Indian operations and has led Hyundai Motor India to newer heights setting new benchmarks.

Out of his 35 years of professional career with Hyundai Motor Company, Mr. Y K Koo had been the part of the Senior Management for long 12 Years in India with a strong understanding and orientation of Indian Auto Industry. His first stint from 1997-2001. when Hyundai established itself as a household name was with the launch of 1st generation his second tenure from 2008-2011 and again headed the Indian operations in his 3rd tenure from November 2015 to November 2018. Recognizing his unmatched leadership and efforts, Mr. Koo received the Award of 'NDTV Automotive Man of the Year' for his contribution in growth of the Indian Automobile Industry.

MANUFACTURING FACILITIES:

HMIL has two manufacturing plant in Irungattukottai and Sriperumbudur in Tamil Nadu. HMIL's manufacturing plant near Chennai claims to have the most advanced

production, quality and testing capabilities in the country.[citation needed] To cater to rising demand, HMIL commissioned its second plant in February 2008, which produces an additional 300,000 units per annum, raising HMIL's total production capacity to 600,000 units per annum. Current Production Capacity efficiency, has led to rolling out cars in 31 seconds, with these 2 plants in Irungattukottai, Sriperumbudur increased to 7,40,000 cars per year.

R&D CENTER:

Hyundai Motor India Engineering (HMIE) is a fully owned subsidiary of Hyundai Motor Company, South Korea, which is located at Hyderabad, Telangana. HMIL established HMIE in November 2006 and contributed to the development of Hyundai Motors' popular new models for the Indian market starting with the Eon and followed now by the "i" series, and also in SUV segments like the Creta. Hyundai Motors' other overseas R&D centres are located in the United States, Germany, Japan, Korea, and China. awarded "Top Exporter Of The Year" for 10 years by EEPC. The Highest Exported volume was 2,70,017 in year 2009. Now, it has moved down as fourth largest car exporter following Maruti Suzuki, Volkswagen and Nissan.

SALES PERFORMANCE:

Hyundai Motor India Ltd (HMIL), the country's second largest car manufacturer and the largest passenger car exporter, and cumulative sales stood at 6,78,221 units in 2017. Commenting on CY 2017 Performance, Mr. YK Koo, MD & CEO, Hyundai Motor India Ltd. said, "The Calendar Year 2017 has been an Year of Performance for Hyundai Motor India Surpassing its Business Plan of 2017 registering highest-ever domestic volume of 5,27,320 units, a growth of 5.4% on strong performance of the newly launched Super Sedan Next Gen VERNA along with GRAND i10, ELITE i20 and

CRETA SUV. The positive momentum in Urban and Rural retail sales supported with strong After-Sales Service and Low-cost of ownership has gained customer confidence to become most loved and trusted brand in India."

Hyundai's Holy trinity- Grand-i10, Elite-i20 & Creta has cumulatively achieved 1.3 million sales in less than 4 years which includes 1.1 million domestic and 0.29 million for exports.

Sales trend:

- 1998 8,447 Units
- 2000 85,640 (Export's 3,824)
- 2005 252,851 (Export's 96,560)
- 2010 603,820 (Export's 247,102)
- 2015 643,270 (Export's 167,269)

Vision & Mission:

HMMA Vision and Mission

Our Team provides value for your future.

Core values of HMIL:

- Customer
- Challenge
- Collaboration
- People
- Globality

1.3.1.PRODUCT PROFILE :

- /XG (1st and 2nd gen are originally a joint project of Hyundai and Mitsubishi)
- i10/Grand i10
- i20
- i30
- i40
- Mistra (Joint project of BAG and Hyundai)
- Reina
- Santro
- Sonata
- Veloster Venue Xcent
- Creta
- H-1/iMax/iLoad/H300/i800/Satellite/Starex
- Porter 2
- Santa Fe \Santa Fe Sport/Santa Fe LWB
- Tucson
- Kona
- Nexo
- Palisade
- Venue

1.5. OBJECTIVES OF THE STUDY

- ❖ To assess the existing culture of the organization and to find its impact on employees" behavior.
- ❖ To analyze the overall performance of the employees.
- ❖ To learn the employee's relationship with their peers.
- ❖ To study the employees, feel about the management.

1.5.1 Primary objective:

1. To enhance the frequency of employee's feedback on their performance.

1.5.2. Secondary objectives:

- Should training programs practical sessions must receive greater emphasize on employees.
- To find the management may enhance the frequency of employee's feedback on their performance.
- Does the employees who belong to committees can participate in decision-making.
- Does the management may encourage all the employees to participate in decision-making process.

1.6. NEED FOR STUDY

- ◆ To assess the existing culture of the organization and to find its impact on employees" behaviour.
- ◆ To analyse the overall performance of the employees.
- ◆ To learn the employees relationship with their peers.
- ◆ To study the employees feel about the management.

1.7. SCOPE & SIGNIFICANCE OF THE STUDY

Organisational culture is known as the values, beliefs and basic assumptions that are guided by leaders and shared by employees, and that explain "how things are done around here." Organisational culture has primarily been viewed as an internal phenomenon, having an impact on staff behaviour and attitudes, and ultimately

influencing organisational performance. Yet, it has more recently been conceptualised as a factor in shaping a company's image in the marketplace. This study examined the external perception of organisational culture according to clients of one company in the canadian fitness industry. Findings showed that clients' perception of organisational culture was significantly associated with their satisfaction and intent to stay with that fitness organisation.

CHAPTER 2 – REVIEW OF LITERATURE

2.1.INTRODUCTION

- The contemporary study of organizational culture reflects mainline concerns of the organizational sociologist. Though anthropology and cognitive psychology have made significant contributions to this new field, the study of organizational culture may be seen as a return to some of the most basic concerns about the nature of organizations and the appropriate methods for analyzing them. We review current work on theory, empirical studies, and contributions—both theoretical and empirical—o the understanding of planned change of organizations. The contemporary study of organizational culture reflects several hotly contested concerns, among which are the following: Can culture be intentionally managed? Must culture be studied using the tools of the phenomenologist or the ethnographer, or does the use of multivariate statistics also have a place? Which social science paradigm is most appropriate for understanding organizational culture: phenomenology, symbolic interaction, semiotics, structural-functional anthropology, cognitive psychology?
- Sharma Nishi (2011) studied the financial performance of passenger and commercial vehicle segment of the automobile industry in the terms of four financial parameters namely liquidity, profitability, leverage and managerial efficiency analysis for the period of decade from 2001-02 to 2010-11. The study concludes that profitability and managerial efficiency of Tata motors as well as Mahindra & Mahindra Ltd are satisfactory but their liquidity position is not satisfactory. The liquidity position of commercial vehicle is much better than passenger vehicle segment.
- Barney, J. B. (1986). Organization culture: can it be a source of sustained competitive advantage.

- Singh Amarjit & Gupta Vinod (2012) explored an overview of automobile industry. Indian automobile industry itself as a manufacturing hub and many joint ventures have been setup in India with foreign collaboration. SWOT analysis done there are some challenges by the virtue of which automobile industry faces lot of problems and some innovative key features are keyless entry, electrically controlled mechanisms enhanced driving control, soft feel interiors and also need to focus in future on like fuel efficiency, emission reduction safety and durability.
- Rapheal Nisha (2013) the author tries to evaluate the financial performance of Indian tyre industry. The study was conducted for period 2003-04 to 2011-12 to analyze the performance with financial indicators, sales trend, export trend, production trend etc. The result suggests the key to success in industry is to improve labour productivity and flexibility and capital efficiency. · Hotwani Rakhi (2013) the author examines the profitability position and growth of company in light of sales and profitability of Tata Motors for past ten years. Data is analyzed through ratios, standard deviations and coefficient of variance. The study reveals that there not exists a strong relationship between sales & profitability of company. · Sharma Rashmi, Pande Neeraj & Singh.
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CHAPTER 3 – RESEARCH METHODOLOGY

3.1. METHODOLOGY:

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Research methodology helps to find the customer satisfaction based on product. This time research methodology is framed for the purpose of finding the level of **Organization culture and its impact on employees' behavior in HMIL.**

3.2. RESEARCH DESIGN:

A research design is an arrangement of condition for collection and analysis of the data in a manner that aims to combine relevance to the research purpose with economy in procedure.[3] The study is descriptive in nature i.e., descriptive research. Descriptive research is concerned with describing the characteristics of a particular individual or group. This includes surveys and fact-finding enquiries of different kinds. The main characteristic of this method is that the researcher has no control over the variables; one can only report what has happened or what is happening. Thus, the research design in case of descriptive study is a comparative design throwing light on all the areas and must be prepared keeping the objectives of the study and the resources available. This study involves collection of data from Junior level Executives.

3.3. POPULATION SIZE:

The universe of the study consists of employees (Junior level Executives) of Hyundai with a total number of 105. Out of the total population data could be collected from 100 persons.

3.4. SOURCES OF DATA:

This study involves collection of primary data from the employees of Hyundai. This survey method is used considering the size of the universe and time factor. Data are collected through structured Questionnaire. Questionnaire has been designed and personally administered.

3.5. Analysis and Interpretation:

As the questions generate direct information the data were analyzed using Statistical tools such as,

1. Simple percentage
2. Weighted average

3.6. SAMPLE SIZE:

The universe of the study consists of employees (Junior level Executives) of Hyundai with a total number of 105. Out of the total population data could be collected from 100 persons.

3.7. PERIOD OF STUDY:

This Organizational behavior has been done during the period of 3 months from 02.01,2023 – 31.03.2023 in Hyundai Motor India Limited.

3.8. LOCATION & TARGETED PEOPLE OF STUDY:

The universe of the study consists of employees (Junior level Executives) of Hyundai with a total number of 105. Out of the total population data could be collected from 100 persons.

3.10. TOOLS FOR ANALYSIS:

3.10.1. Percentage analysis

Research questions are always answered with a descriptive statistic: generally either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

3.10.2. HYPOTHESIS ANALYTICAL TOOLS(SPSS) (ANY 3 TEST)

= Tool for testing the Hypothesis (SPSS)

(Use *any 2 TESTS* - It can be Parametric or Non Parametric)

Example : Chi Square, Anova, Correlation, Regression, T Test.

= Explanation - *What is that Test, Its Uses, Its Application in your Research, Test Questions*

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

4.1.PERCENTAGE ANALYSIS

Table4.1.1: HIGHLY INVOLVED IN THEIR WORK

S.No.	Opinion	No. Respondents	of	Percentage
1.	Strongly Agree	53		53.0
2.	Agree	24		24.0
3.	Neutral	14		14.0
4.	Slightly Disagree	9		9.0
5.	Disagree	0		0.0
	Total	100		100.0

INFERENCE

From the above table it is clear that 53% of the respondents have strongly agreed that they are highly involved in work, followed by 24% of the respondents who agreed, 14% of the respondents are neutral and 9% of the respondents slightly disagreed.

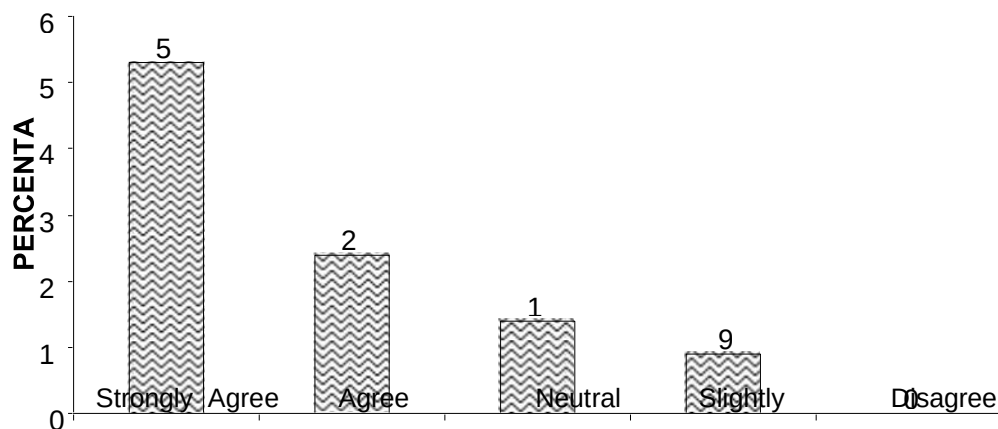


Table4.1.2: ABILITY TO MANAGE THEIR OWN WORK

S.No.	Opinion	No. Respondents	of	Percentage
1.	Strongly Agree	47		47.0
2.	Agree	34		34.0
3.	Neutral	15		15.0
4.	Slightly Disagree	4		4.0
5.	Disagree	0		0.0
	Total	100		100.0

INFERENCE:

From the above table it is clear that 47% of the respondents have strongly agreed about managing their own work, followed by 34% of the respondents who agreed, 15% of the respondents are neutral and 4% of the respondents slightly disagreed.

Chart 4.1.3: OTHERS COOPERATE TO GET WORK DONE

S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	12	12.0
2.	Agree	65	65.0
3.	Neutral	23	23.0
4.	Slightly Disagree	0	0.0
5.	Disagree	0	0.0
	Total	101	100.0

INFERENCE

From the above table it is clear that 65% of the respondents are agreeing about cooperation in doing work, 12% of the respondents strongly agree and 23% of the respondents are neutral. This shows that majority of the employees feel that there is interpersonal cooperation.

S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	22	22.0
2.	Agree	41	41.0
3.	Neutral	32	32.0
4.	Slightly Disagree	5	5.0
5.	Disagree	0	0.0
	Total	100	100.0

Table 4.1.4: MEMBERS HAVE A GOOD INTERPERSONAL RELATIONSHIP

INFERENCE:

From the above table it is clear that 41% of the respondents agree on that they have good relationship with other members, 22% of the respondents have strongly agreed, 32.7% of the respondents are neutral and 5% of the respondents slightly disagreed.

Chart 4.1.5: EMPLOYEE CONSULTED ON IMPORTANT MATERS

S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	15	15.0
2.	Agree	26	26.0
3.	Neutral	50	50.0
4.	Slightly Disagree	9	9.0
5.	Disagree	0	0.0
	Total	100	100.0

INFERENCE:

From the above table it is clear that 50% of the respondents are neutral about the boss

consult the

employee on important matters, followed by 15% of the respondents who strongly agreed, 26% of the respondents have agree and 9% of the respondents slightly disagreed.

Table 4.1.6: EFFECTIVE UTILIZATION OF SKILLS AND ABILITIES BY THE COMPANY

S.No.	Opinion	No.	Percentage
of Respondents			
1.	Strongly Agree	9	9.0
2.	Agree	56	56.0
3.	Neutral	26	26.0
4.	Slightly Disagree	5	5.0
5.	Disagree	4	4.0
	Total	101	100.0

INFERENCE:

From the above table it is clear that 56% of the respondents agree that their skills and abilities are utilized effectively by the company, 9% of the respondents strongly agree, 26% of the respondents are neutral, 5% of the respondents slightly disagreed and 4% of them disagreed.

Charts 4.1.7: CAPABILITIES ARE VIEWED AS IMPORTANT SOURCE OF COMPETITIVE ADVANTAGE

S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	18	18.0
2.	Agree	39	39.0
3.	Neutral	27	27.0
4.	Slightly Disagree	6	6.0
5.	Disagree	10	10.0
	Total	101	100.0

INFERENCE:

From the above table it is clear that 56% of the respondents agree that their skills and abilities are utilized effectively by the company, 9% of the respondents strongly agree, 26% of the respondents are neutral, 5% of the respondents slightly disagreed and 4% of them disagreed.

Charts 4.1.8: CAPABILITIES ARE VIEWED AS IMPORTANT SOURCE OF COMPETITIVE ADVANTAGE

S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	18	18.0
2.	Agree	39	39.0
3.	Neutral	27	27.0
4.	Slightly Disagree	6	6.0
5.	Disagree	10	10.0

	Total	100	100.0
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INFERENCE:

From the above table it is clear that 39% of the respondents agree that their capabilities are viewed as important source of competitive advantage, 18% of the respondents strongly agree, 27% of the respondents are neutral, 6% of the respondents slightly disagreed and 10% of them disagreed.

TABLE NO. 4.1.9: OPINION ABOUT THE ORGANIZATIONAL FACTORS WITH RESPECT TO EMPLOYEES BEHAVIORAL ASPECTS

S.No.	Factors	Weightage Score
1.	I am highly involved in my work	4.21
2.	I have the ability to manage my own work	4.24
3.	The people I work with cooperate to get work done	3.89
4.	My team members have a good interpersonal relationship with me	3.80
5.	My boss consults me on important matters	3.47
6.	My skills and abilities are utilized effectively by the company	3.61
7.	My capabilities are viewed as an important source of competitive advantage	3.49
8.	My work related suggestions are valued	3.50
9.	The organization values diversity	3.67
10.	There is a clear and consistent set of values	3.65
11.	When disagreements occur, I work hard to achieve "win-win" solutions	3.82
12.	It is easy for me to reach consensus, even on difficult issues	3.65
13.	I feel happy to work with people from other parts of the organization also	4.07
14.	It is easy for me to coordinate with different departments of the organization	4.24
15.	I respond well to the organizational changes	4.31
16.	I continually adopt new and improved ways to do work.	4.06
17.	The company's current activities reflect a strong focus on clients	3.79
18.	I am given a real opportunity to improve my skills in this organization	3.82
19.	I view failure as an opportunity for learning and improvement	3.93
20.	There is a clear mission that gives meaning and direction to my work	3.75
21.	I am clear with the organizations long-term purpose and direction	3.90
22.	I have clear idea about my company's goal	4.07

INFERENCE:

From the above table it is clear that most of the respondents gave more weightage for the statement “I respond well to the organizational changes”, secondly respondents give more weightage for two statements “I have the ability to manage my own work & It is easy for me to coordinate with different departments of the organization”, third weightage for statement “I am highly involved in my work”, fourth weightage for the statement “I have a shared vision of what the organization will be like in the future” and the fifth position is for two statements “I feel happy to work with people from other parts of the organization also & I have clear idea about my company’s goal”.

1.2. STATISTICAL ANALYSIS

CHISQUARE:

Hypothesis: 1

H₀(Nullhypothesis)=:There is no significant difference between age of the respondents and their source of funding for doingbusiness.

H₁(Alternatethypothesis):There is no significant difference between age of the

Chi-Square Tests

Model	Model Fitting Criteria -2 Log Likelihood	Likelihood Ratio Tests		
		Chi-Square	df	Sig.
Intercept Only	172.643			
Final	125.343	47.300	28	.013

Pseudo R-Square

Cox and Snell	.377
Nagelkerke	.398
McFadden	.160

Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests	

	-2 Log Likelihood of Reduced Model	Chi- Square	df	Sig.
Intercept	125.343 ^a	.000	0	.
GENDER	126.732	1.390	4	.846
INCOME	134.182	8.839	8	.356
EXPERIENC E	159.117	33.774	16	.006

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

Inference:

Since p value **(0.010)** is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis. Hence there is significant difference between age of the respondents and the source of funding for doing business

ONE WAY ANOVA TEST

Hypothesis:2

H₀(Nullhypothesis)=There is no significant association between age of the respondents and their opinion on the source of funding for doing business

H₁ (Alternatethypothesis)=There is significant association between age of the respondents and their opinion on the source of funding for doing business

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
HEALTHYWORKFLIFE EBALANCE	Between Groups	21.023	4	5.256	2.843	.028
	Within Groups	175.617	95	1.849		
	Total	196.640	99			
MANAGERSFEEDBACK	Between Groups	1.085	4	.271	.549	.700
	Within Groups	46.915	95	.494		
	Total	48.000	99			
INTERGRITYTEAMWORK COLLABRATION	Between Groups	4.327	4	1.082	.687	.603
	Within Groups	149.673	95	1.576		
	Total	154.000	99			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
HEALTHYWORKFLIFE BALANCE	Eta-squared	.107	.000	.201
	Epsilon-squared	.069	-.042	.168
	Omega-squared Fixed-effect	.069	-.042	.166
	Omega-squared Random-effect	.018	-.010	.047
MANAGERSFEEDBACK	Eta-squared	.023	.000	.067
	Epsilon-squared	-.019	-.042	.027
	Omega-squared Fixed-effect	-.018	-.042	.027
	Omega-squared Random-effect	-.005	-.010	.007
INTERGRITYTEAMWORK COLLABRATION	Eta-squared	.028	.000	.079
	Epsilon-squared	-.013	-.042	.040
	Omega-squared Fixed-effect	-.013	-.042	.040

Omega-squared Random-effect	-0.003	-0.010	.010
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- a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.
- b. Negative but less biased estimates are retained, not rounded to zero.

PAIRED T TEST

		Paired Samples Test							
		Paired Differences			95% Confidence Interval of the Difference		Significance		
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Two-Sided p
Pair 1	HEALTH YWORK FLIFE BALANCE - AGE	-.640	1.636	.164	-.965	-.315	-3.911	99	<.001
Pair 2	SWITCHING JOB - INCOME	-.040	1.044	.104	-.247	.167	-.383	99	.702

Paired Samples Effect Sizes

Standardized ^a	Point Estimate	95% Confidence Interval
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					Lower	Upper
Pair 1	HEALTHYWORKFLIF EBALANCE - AGE	Cohen's d	1.636	-.391	-.594	-.187
		Hedges' correction	1.649	-.388	-.589	-.185
Pair 2	SWITCHINGJOB - INCOME	Cohen's d	1.044	-.038	-.234	.158
		Hedges' correction	1.052	-.038	-.233	.157

a. The denominator used in estimating the effect sizes.

Cohen's d uses the sample standard deviation of the mean difference.

Hedges' correction uses the sample standard deviation of the mean difference, plus a correction factor.

CHAPTER 5 – FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS :

- Majority (53%) of the respondents strongly agreed that they are highly involved in their work.
- Sizable number (47%) of the respondents strongly agreed that they have ability to manage their own work.
- Majority (65%) of the respondents agreed that the people they work with are cooperating to get work done.
- Sizable number (41%) of the respondents agreed that they have good relationship with other members.
- Half (50%) of the respondents are neutral that their boss consult them on important matters.
- Majority (56%) of the respondents agreed that the company utilizes their skills and abilities effectively.
- A good number (39%) of the respondents agreed that their capabilities are viewed as an important source of competitive advantage.
- Most of the respondents gave more weightage for the statement “I respond well to the organizational changes”.

5.2 SUGGESTIONS & RECOMMENDATIONS

- ❖ In training programs practical sessions must receive greater emphasize.
- ❖ The management may enhance the frequency of employee's feedback on their performance.
- ❖ Now, only the employees who belong to committees can participate in decision-making. The management may encourage all the employees to participate in decision-making process.

5.3. LIMITATIONS OF STUDY

It is difficult to elicit responses from employees who do night shifts. The attitude of the worker changes from time to time. Hence the result of the project may be applicable only at present.

5.4. CONCLUSION

The study about the organizational culture and behavior on employees reveals that the workers were satisfied with their ability, co-operation, team work, involvement, supervisors, utilization of their skills and rewards etc. They are highly satisfied with the current culture of HMIL. Because of this favorable culture the employees" show positive behaviors like high involvement, highly commitment to the organization, highly motivated and highly flexible to the organizational changes etc.

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- ◆ Singh Amarjit & Gupta Vinod (2012) explored an overview of automobile industry. Indian automobile industry itself as a manufacturing hub and many joint ventures have been setup in India with foreign collaboration.

ANNEXURE – I QUESTIONNAIRE

1. Respondent No:
2. Gender of the respondent
 - a. female
 - b. male
3. Age of the respondent
 - a. 20-30
 - b. 30-40
 - c. 40-50
 - d. 50-60
4. Name of your department
 - a. Assembly shop #1/2
 - b. Paint shop #1/2
 - c. Engine #1/2
 - d. Body shop #1/2
5. Employees working hours
 - a. 8 hours
 - b. 9 hours
 - c. 10 hours
 - d. 12 hours

6. Ability to manage your own work during working hours.

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

7. How is the cooperation level in the organization to get work done.

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

8. Employees with good interpersonal relationship

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

9. Have you consulted on any of the important decisions in the organization.

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

10. Does the company effectively utilize the skills and abilities of the employee.

- a. Strongly agree
- b. Agree
- c. Neutral

- d. Slightly disagree
- e. Disagree

11. Are you satisfied with the organization factors with respect to employees behaviour aspects.

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

12. Capabilities are viewed as important source of competitive advantage.

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

13. Does the people you work with cooperate to get work done

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

14. When disagreements occur, I work hard to achieve “win-win” solutions.

- a. Strongly agree
- b. Agree
- c. Neutral

- d. Slightly disagree
- e. Disagree

15. I feel happy to work with people from other parts of the organization also

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

16. It is easy for me to coordinate with different departments of the organization

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

17. Does your work related suggestions are valued

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

18. The organization values diversity

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Slightly disagree

e. Disagree

19. My boss consults me on important matters

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

20. Organization's vision creates motivation for me

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

21. I have a shared vision of what the organization will be like in the future

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

22. I continuously track my progress against the stated goals

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Slightly disagree

e. Disagree

23. There is a clear mission that gives meaning and direction to my work

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

24. I am given a real opportunity to improve my skills in this organization

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

25. Organization's vision creates motivation for me

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

ANNEXURE – II RESEARCH ARTICLE ARTICLE

A STUDY ON ORGANISATIONAL CULTURE AND IT'S IMPACT ON EMPLOYEES' BEHAVIOUR IN HMIL

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Science And Technology,Chennai,Tamil Nadu,India**

ABSTRACT

This paper is attempts to brings out the behavioral aspect of the employees working in Hyundai Motors India Ltd.The main objective of the study is to find the overall performance of the employees. The research design used in this study is descriptive research design. Data from 100 people were collected as population study. Data was collected by survey method through structured questionnaire with close ended questions. The primary data was obtained through questionnaire and secondary data from the company records and through internet. The purpose of the survey process is to provide a more accurate assessment of the existing culture from the employees' point-of-view and also to assess their behaviours with respect to that of the existing culture. The culture of an organization consists of the values and beliefs of the people in an organization. The

organizational culture usually has values and beliefs that support the organizational goals. Organizational culture has an impact on employee's satisfaction.

1.INTRODUCTION

Automobile Industry, industry that produces automobiles and other gasoline-powered vehicles, such as buses, trucks, and motorcycles. The automobile industry is one of the most important industries in the world, affecting not only the economy but also the cultures of the world. It provides jobs for millions of people, generates billions of dollars in worldwide revenues, and provides the basis for a multitude of related service and support industries. Automobiles revolutionized transportation in the 20th century, changing forever the way people live, travel, and do business. The automobile has enabled people to travel and transport goods farther and faster, and has opened wider market areas for business and commerce. The auto industry has also reduced the overall cost of transportation by using methods such as *mass production* (making several products at once, rather than one at a time), *mass marketing* (selling products nationally rather than locally), and *globalization of production* (assembling products with parts made worldwide). Between 1886 and 1898, about 300 automobiles were built, but there was no real established industry. A century later, with automakers and auto buyers expanding globally, auto making became the world's largest manufacturing activity, with nearly 58 million new vehicles built each year worldwide.

As a result of easier and faster transportation, the United States and world economies have become dependent on the mobility that automobiles, trucks, and buses provide. This mobility allowed remote populations to interact with one another, which increased commerce. The transportation of goods to consumers and consumers to goods has become an industry in itself. The automobile has also brought related problems, such as air pollution, congested traffic, and highway fatalities. Nevertheless,

the automobile industry continues to be an important source of employment and transportation for millions of people worldwide.

NEED FOR STUDY

- ◆ To assess the existing culture of the organization and to find its impact on employees" behaviour.
- ◆ To analyse the overall performance of the employees.
- ◆ To learn the employees relationship with their peers.
- ◆ To study the employees feel about the management.

OBJECTIVES OF THE STUDY

- ❖ To assess the existing culture of the organization and to find its impact on employees" behavior.
- ❖ To analyze the overall performance of the employees.
- ❖ To learn the employee's relationship with their peers.
- ❖ To study the employees, feel about the management.

Primary objective:

- ◆ To enhance the frequency of employee's feedback on their performance.

Secondary objectives:

- ◆ Should training programs practical sessions must receive greater emphasize on employees.
- ◆ To find the management may enhance the frequency of employee's feedback on their performance.

- ◆ Does the employees who belong to committees can participate in decision-making.
- ◆ Does the management may encourage all the employees to participate in decision-making process.

SCOPE & SIGNIFICANCE OF THE STUDY :

Organisational culture is known as the values, beliefs and basic assumptions that are guided by leaders and shared by employees, and that explain "how things are done around here." Organisational culture has primarily been viewed as an internal phenomenon, having an impact on staff behaviour and attitudes, and ultimately influencing organisational performance. Yet, it has more recently been conceptualised as a factor in shaping a company's image in the marketplace. This study examined the external perception of organisational culture according to clients of one company in the canadian fitness industry. Findings showed that clients' perception of organisational culture was significantly associated with their satisfaction and intent to stay with that fitness organisation.

Limitations of the Study:

- ◆ It is difficult to elicit responses from employees who do night shifts.
- ◆ The attitude of the worker changes from time to time. Hence the result of the project may be applicable only at present.

2.REVIEW OF LITERATURE

- Singh Amarjit & Gupta Vinod (2012) explored an overview of automobile industry. Indian automobile industry itself as a manufacturing hub and many joint ventures have been setup in India with foreign collaboration. SWOT analysis done there

are some challenges by the virtue of which automobile industry faces lot of problems and some innovative key features are keyless entry, electrically controlled mechanisms enhanced driving control, soft feel interiors and also need to focus in future on like fuel efficiency, emission reduction safety and durability.

- Rapheal Nisha (2013) the author tries to evaluate the financial performance of Indian tyre industry. The study was conducted for period 2003-04 to 2011-12 to analyze the performance with financial indicators, sales trend, export trend, production trend etc. The result suggests the key to success in industry is to improve labour productivity and flexibility and capital efficiency. · Hotwani Rakhi (2013) the author examines the profitability position and growth of company in light of sales and profitability of Tata Motors for past ten years. Data is analyzed through ratios, standard deviations and coefficient of variance. The study reveals that there not exists a strong relationship between sales & profitability of company. · Sharma Rashmi, Pande Neeraj & Singh.
- Stephen P. Robbins., Organizational Behavior, Pearson Education Inc., Ninth Edition. 2. David A. Decenzo & Stephen P. Robbins., Human Resources Management, John Wiley & Sons Inc, Seventh Edition, 2003. 3. Kothari C.R., Research Methodology, Wishwa Prakashan, New Delhi, 1985(Reprint 2003). 4. D. Aaker, V. Kumar, and G. Day - Marketing Research, Singapore, John Wiley & Sons (ASIA) Pte Ltd, Seventh Edition, 2003. 5. Gilbert A. Churchill, Jr., Marketing Research Methodological Foundations, USA, The Dryden Press, Fifth Edition, 1991. 6. Richard .I. Levin, David S. Rubin, Statistics for Management, USA, Prentice-Hall, Inc, Seventh Edition, 2002.

3. RESEARCH METHODOLOGY

OBJECTIVE:

To collect data from 100 employees from Hyundai Motor India Limited using a questionnaire.

SAMPLING:

This study has a sample size of 100 with a convenience random sampling. All the data were collected from the heads of selected department in HMIL using a prepared questionnaire.

TOOLS USED FOR THE STUDY:

Percentage analysis

Chi Square

Anova

4.DATA ANALYSIS

CHISQUARE:

Hypothesis: 1

H_0 (Null hypothesis): There is no significant difference between age of the respondents and their source of funding for doing business.

H_1 (Alternate hypothesis): There is no significant difference between age of the

Chi-Square Tests

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi- Square	df	Sig.
Intercept Only	172.643			
Final	125.343	47.300	28	.013

Pseudo R-Square

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Nagelkerke	.398
McFadden	.160

Likelihood Ratio Tests

Effect	Model Fitting Criteria -2 Log Likelihood of Reduced Model	Likelihood Ratio Tests		
		Chi-Square	df	Sig.
Intercept	125.343 ^a	.000	0	.
GENDER	126.732	1.390	4	.846
INCOME	134.182	8.839	8	.356
EXPERIENC E	159.117	33.774	16	.006

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

Inference:

Since p value **(0.010)** is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis. Hence there is significant difference between age of the respondents and the source of funding for doing business

ONE WAY ANOVA TEST

Hypothesis:2

H_0 (Null hypothesis)=There is no significant association between age of the respondents and their opinion on the source of funding for doing business

H_1 (Alternate hypothesis)=There is significant association between age of the respondents and their opinion on the source of funding for doing business

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
HEALTHYWORKFLIFE BALANCE	Between Groups	21.023	4	5.256	2.843	.028
	Within Groups	175.617	95	1.849		
	Total	196.640	99			
MANAGERSFEEDBACK	Between Groups	1.085	4	.271	.549	.700
	Within Groups	46.915	95	.494		
	Total	48.000	99			
INTERGRITYTEAMWORKCOLLABRATION	Between Groups	4.327	4	1.082	.687	.603
	Within Groups	149.673	95	1.576		
	Total	154.000	99			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
HEALTHYWORKFLIFE BALANCE	Eta-squared	.107	.000	.201
	Epsilon-squared	.069	-.042	.168
	Omega-squared Fixed-effect	.069	-.042	.166

	Omega-squared Random-effect	.018	-.010	.047
MANAGERSFEEDBACK	Eta-squared	.023	.000	.067
	Epsilon-squared	-.019	-.042	.027
	Omega-squared Fixed-effect	-.018	-.042	.027
	Omega-squared Random-effect	-.005	-.010	.007
INTERGRITYTEAMWORKCOLLABRATION	Eta-squared	.028	.000	.079
	Epsilon-squared	-.013	-.042	.040
	Omega-squared Fixed-effect	-.013	-.042	.040
Omega-squared Random-effect		-.003	-.010	.010

- a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.
b. Negative but less biased estimates are retained, not rounded to zero.

PAIRED T TEST

Paired Samples Test									
		Paired Differences					Significance		
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Two-Sided p
Pair 1	HEALTH YWORK FLIFEBALANCE - AGE	-.640	1.636	.164	-.965	-.315	-3.911	99	<.001

Pair 2	SWITCHINGJOB - INCOME	-.040	1.044	.104	-.247	.167	-.383	99	.702
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Paired Samples Effect Sizes

			Standardized ^a	Point Estimate	95% Confidence Interval	
					Lower	Upper
Pair 1	HEALTHYWORKLIFE BALANCE - AGE	Cohen's d	1.636	-.391	-.594	-.187
		Hedges' correction	1.649	-.388	-.589	-.185
Pair 2	SWITCHINGJOB - INCOME	Cohen's d	1.044	-.038	-.234	.158
		Hedges' correction	1.052	-.038	-.233	.157

a. The denominator used in estimating the effect sizes.

Cohen's d uses the sample standard deviation of the mean difference.

Hedges' correction uses the sample standard deviation of the mean difference, plus a correction factor.

5.FINDINGS,SUGESSTIONS & CONCLUSION

FINDINGS OF THE STUDY:

Majority (53%) of the respondents strongly agreed that they are highly involved in their work.Sizable number (47%) of the respondents strongly agreed that they have ability to manage their own work. Majority (65%) of the respondents agreed that the people they work with are cooperating to get work done.Sizable number (41%) of the respondents agreed that they have good relationship with other members. In training programmes practical sessions must receive greater emphasize. The management may enhance the frequency of employee's

feedback on their performance. Now, only the employees who belong to committees can participate in decision-making. The management may encourage all the employees to participate in decision-making process.”.

CONCLUSION OF THE STUDY:

The study about the organizational culture and behavior on employees reveals that the workers were satisfied with their ability, co-operation, team work, involvement, supervisors, utilization of their skills and rewards etc. They are highly satisfied with the current culture of HMIL. Because of this favorable culture the employees” show positive behaviors like high involvement, highly commitment to the organization, highly motivated and highly flexible to the organizational changes etc.

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