

A STUDY ON ORGANISATIONAL CULTURE AND ITS IMPACT IN EMPLOYEE BEHAVIOUR ON J.C.LOGISTICS

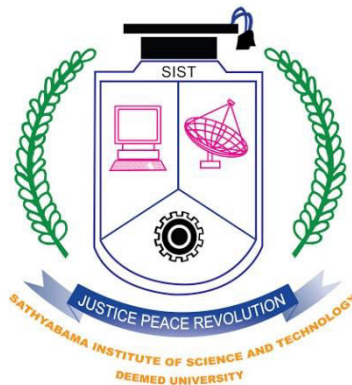
Submitted in partial fulfilment of the requirement for the award of

Bachelor of Business Administration

by

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**DEPARTMENT OF BUSINESS ADMINISTRATION SCHOOL OF
MANAGEMENT STUDIES**

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC

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CHENNAI - 600 119**

MARCH 2021



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DEPARTMENT OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **SONALI SRIDEVI J (38280086)** who carried out the project entitled "**A STUDY ON ORGANIZATIONAL CULTURE AND ITS IMPACT IN EMPLOYEE BEHAVIOUR ON J.C.LOGISTICS**" under our supervision from 6th January 2020 to 6th March 2020.

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Submitted for Viva voce Examination held on_____

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DECLARATION

I **SONALI SRIDEVI J (38280086)** hereby declare that the Project Report entitled "**A STUDY ON ORGANISATIONAL CULTURE AND ITS IMPACT IN EMPLOYEE BEHAVIOUR ON J.C.LOGISTICS**" done by me under the guidance of **Ms.M..Sivapriya.,M.Com.,M.Phil.,PGDCA** Internal is submitted in partial fulfilment of the award of Bachelors of Business Administration degree.

SONALI SRIDEVI

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ABSTRACT

Logistic is defined as the moving materials and equipment to where they will be used. In construction, the efficient management of logistic gives impact of the quality in construction. Logistics is the support function of an organization and it means having the right object, at the right place, in the right time.

Logistic management involves planning, organizing, leading, coordinating and controlling the logistic activities of an organization. In military science, maintaining one's supply lines while disrupting those of the enemy is a crucial element of military strategy, since an armed force without resources and transportation is defenceless. Logistics is the management of the flow of goods and services between the point of origin and the point of consumption in order to meet the requirements of customers. Logistics involves the integration of information, transportation, inventory, warehousing, material handling, and packaging, and occasionally security. Logistics is a channel of the supply chain which adds the value of time and place utility.

Organizations are among the key units of the society. During their establishment and development, a specific kind of organizational culture eventually appears. The purpose of organizational culture is to improve solidarity and cohesion, and to stimulate employees' enthusiasm and creativity to improve the organization's economic efficiency. In addition, organizational culture greatly influences employee behaviour.

The aim of this study is to find out how organizational culture affects employee behaviour. It is important to understand that in order to improve the organization's business management and let the organizational culture have the right impact on employees.

The results of the study indicate that organizational culture mainly impacts motivation, promotes individual learning, affects communication, and improves organizational values, group decision making and solving conflicts.

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CHAPTER 1

1.1 INTRODUCTION:

Culture has been defined in many different ways and by many different theorists. For instance, according to Geert et al (2010) "it is the collective programming of the mind that distinguishes the members of one group or category of people from others". Kotter and Heskett (1992) noted that culture is "a set of beliefs, values and behaviour commonly held by a society, being derived from social anthropology as a framework for understanding 'primitive' societies".

Finally, Deal and Kennedy (1982) defined culture in short as "the way we do things around here".

When establishing and developing a company or other organization, an internal culture will develop step by step. The purpose of its existence is to improve solidarity and cohesion, stimulate employees' enthusiasm and creativity, and to improve the economic efficiency of an organization. Like cultures in general, organizational cultures are complex and unique. They are based their individual history, leadership and workforce.

Organization culture is a pervasive force. It is a shared set of customs, beliefs, and practices, sometimes stated as "the way do things." It is revealed in little things, such as where staff sits at the conference table for meetings or whether they wear suits or jeans to work.

Hence, in order to improve management and let an organizational culture have the right effect on employees, it is important to understand how organizational cultures affect employee behaviour.

1.1.1 CHARACTERISTICS OF ORGANIZATIONAL CULTURE

- Innovation and risk taking
- Stability
- Attention to detail
- Outcome orientation
- People orientation
- Team orientation
- Aggressiveness

1 INNOVATION & RISK TAKING :

Degree to which employees are encouraged to be innovative and to take risks.

2 STABILITY:

Degree to which activities focus on the status rather than change.

3 ATTENTION TO DETAIL:

Degree to which there is concern for precision and detail.

4 OUTCOME ORIENTATION :

Degree to which management emphasizes to individual.

5 PEOPLE ORIENTATION :

Degree to which management decisions are sensitive to individual.

6 TEAM ORIENTATION :

Degree to which work activities are organized around teams rather than individuals.

7 AGGRESSIVENESS :

Degree to which employees are expected to be competitive than easy going

1.1.2 NATURE OF ORGANIZATIONAL CULTURE:

- Observed behavioural regularities, as typified by common language, terminology, and rituals.
- Norms, as reflected by things such as the amount of work to be done and the degree of cooperation between management and

employees.

- Dominant values that the organization advocates and expects participants to share, such as high product and services quality, low absenteeism, and high efficiency.

1.1.3 OBJECTIVES OF THE ORGANIZATIONAL CULTURE:

- Describe the elements of organizational culture
- Discuss the importance of organizational subculture
- List four categories of artifacts through which corporate culture is deciphered
- Discuss the conditions under which cultural strength improves corporate performance
- Identify four strategies to change and strengthen an organizational culture
- Compare and contrast four strategies for merging organizational cultures
- To assess the existing culture of the organization and to find its impact on employee's 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.

1.1.4 HISTORY

The term organizational culture, or culture in the organizational context, was first introduced by **Dr. Elliott Jaques** in his book *The Changing Culture of a Factory*. (Jaques, 1951). This was a published report of “a case study of developments in the social life of one industrial community between April 1948 and November 1950.”

According to Dr.Jaques “the culture of the factory is its customary and traditional way of thinking and doing of things, which is shared to a greater or lesser degree by all its members, and which new members must learn, and at least partially accept, in order to be accepted into service in the firm...”. (Jaques, 1951, p251) In simpler terms, it means the extent people can share common wishes, desires and aspirations and commit themselves to work together. It is a matter of being able to care about the same things, and it applies to nations as well as to associations and organizations within nations.

In 1998 Dr. Jaques wrote *Requisite organizational: a total system of effective managerial organization and managerial leadership for the 21st century*. (Jaques, 1998). In this book, Dr.Jaques presented his concept of the requisite organization. According to Dr.Jaques, “the term requisite organization means

doing business with efficiency and competitiveness, and the release of human imagination, trust, and satisfaction in work.”

1.2INDUSTRY PROFILE:

Logistics industry in India is an industry that has not achieved its much deserved attention or recognition. It is an area that is ripe with potential and yet the resources are far from complete utilizations.

There is however a huge demand for logistic services in India especially with the growth of the Indian economy along with the influx of new companies in sectors that was otherwise 10% growth in the years to come.

The purpose of logistics industry is to enable an effective transportation or timely movement of goods from one place to another. This could be for the purpose of industrial transportation or even private purposes

The global **logistics market** was valued at \$7,641.20 billion in 2017, and is projected to reach \$12,975.64 billion by 2027, registering a CAGR of 6.5% from 2020 to 2027.

1.2.1 DIFFERENT MEDIUM OF LOGISTICS SERVICES:

There are four mediums of logistics services in India. These can be categorized in the following way:

Air freight -this is a modern and the safest mode to ensure a fast delivery of goods. Chosen one by many because of the swiftness of the system there are many companies that are now even providing super fast deliveries by airways even on the same day.

Land transport –this is a means of logistics support that has withstood the test of time through the extensive network of roads in India. It has been the popularly used method especially in the shipments of heavy articles like machinery and vehicles. This is also a chosen method in case of household packers and movers.

Railways – this is also an age old method of shipments and transport. Though most used in case of domestic services this is very effective in the availability of cost effective logistics support in India.

Waterways –an essential part of this industry this is also one of the oldest methods. Shipments and transportation of goods is done on an international basis through this way. It is apt in case of shipments of oil highly sensitive or volatile articles like uranium

1.3 COMPANY PROFILE:

J.C Logistics LLP, The Company is located Purasaiwalkkam, Chennai. J.C Logistics is not only about moving cargo from point A to point B. It requires lot of knowledge, skills, expertise as it is a management of effective supply chain. By having an efficient supply chain and proper logistical procedures, a company can cut costs and increase efficiency and most importantly it can stay competitive in its line of business.

They are specialize in Sea freight, Consolidation, Packaging, Transport & Logistics, Warehousing & Customs Clearance With Reliability & Timely services, the company has grown progressively to becoming a major & reliable player in the sector.

The three basic core elements of J.C Logistics LLP are Planning, Implementation & Co-ordination. And all of them can be well managed only when we have Effective Communication. And it requires lot of Common Sense.

The term logistics Management is that "Part of Supply Chain Management" that plans, implements and controls the efficient, effective, forward and reverse flow and storage of goods, services and related information between the point of origin and the point of consumption in order to meet customer's requirements.

J.C Logistics provides the best transport coverage world-wide on land, at sea and in the air via our own system and through our partners, agents and own networks.

Therefore, in total, logistics is an art which requires lot of commitment and dedication. J.C Logistics understands this very well and is committed in delivering the best solutions for an efficient supply chain.

The biggest achievement of J.C LOGISTIC is its strong ties with a good number of customers and freight forwarders all around the world. Capacity, Credibility, Dependability and Reliability are the few important properties of J.C LOGISTIC that has been brightening the image of the company around the industry and the world.

Logistics involve all the people, processes, and programs required to keep your items moving in, around, and through your warehouse. An organized warehouse saves employees time, reduces overall costs, and helps you deliver products and services to market faster.

Logistics is generally the detailed organization and implementation of a complex operation. In a general business sense, logistics is the management of the flow of things between the point of origin and the point of consumption to meet the requirements of customers or corporation.

They promise:

- Providing high quality transportation services to all of our client
- Invest in our employees to provide better service and company growth
- Worry about environment according to latest industry standard
- Safety as top priority in assuring safe work procedure
- Investing in technology to provide fast, accurate and cost-effective service
- Living up to highest industry standards

1.4 NEED FOR THE STUDY:

- Presence of employees in the organization with full involvement will not happen without a strong support of Organizational Culture.
- Organizational Culture can be viewed or seen as the embodiment of the relationship between the employer and the employees and employee to employee as influenced and regulated by work place regulations within the frame work of legislation.
- A positive Organizational Culture is likely to ensure high level of employee's loyalty, good organizational citizenship and more productivity.
- Therefore a positive and supportive Organizational Culture would promote correct application of workplace regulation which in turn encourages employee's perception of application thereof. But at the same time Organizational Culture is influenced by work related

practices framed by the organization which needs a detailed investigation.

1.5 SCOPE OF ORGANIZATIONAL CULTURE:

- Motivation of employees of organization
- Improvement/enhancement of individual and organizational behaviour
- Culture and environment factors
- Management of change, conflict and stress
- Structure of groups and teams
- Study of emotions
- Perception
- Development of the skills

1.6 OBJECTIVES OF THE ORGANIZATIONAL CULTURE:

- Describe the elements of organizational culture
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- To assess the existing culture of the organization and to find its impact on employee's 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 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.
- We cannot get exact information because some of the employees are reluctant to share the information.

CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

In this Chapter, the researcher has made an attempt to study and understand the complex concepts of organizational behaviour. This attempt includes, understanding the basic concepts of organizational behaviour, analysing research studies made by earlier researchers in respect of organizational behaviour in J.C Logistics, For this, the researcher has used various books, research Journals and websites. The detailed list is further elaborated in the Bibliography. Through this Literature Survey researcher wants to find out which are the important parameters of organizational behaviour in respect of J.C Logistics

2.2 LIST OF REVIEWS

Bulach, Lunenburg, & Potter,(2012); Hellriegel& Slocum,(2011) We can summarize the effects of organizational culture on employee behaviour and performance based on four key ideas knowing the culture of an organization allows employees to understand both the organization's history and current methods of operation. This insight provides guidance about expected future behaviours. Organizational culture can foster commitment to the organization's philosophy and values. This commitment generates shared feelings of working toward common goals. That is, organizations can achieve effectiveness only when employees share values.

Organizational culture, through its norms, serves as a control mechanism to channel behaviours toward desired behaviours and away from undesired behaviours. This can also be accomplished by recruiting, selecting, and retaining employees whose values best fit the values of the organization.

Schein (2011) Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace.

Nelson & Quick (2011) Organizational culture has four functions: gives members a sense of identity, increases their commitment, reinforces organizational values, and serves as a control mechanism for shaping behaviour.

Hofstede (2006) In order to understand the full complexity of organizational culture, a number of researchers made attempts to recognize and examine the components of the organizational culture. One of the inseparable components of organizational culture is the values that are shared and held by the individuals of an organization. On the other hand explains the organizational culture in the form of onion that contains a number of layers and values that make the core of the organizational culture.

Wagner (2005) is of view that, the shared perception of the organization's members on the life within the organization which creates a bond amongst the members. This affects their perception of their self and their work. The platform for culture is provided by values, norms and beliefs.

Azhar (2003) organizational culture is the combination of important assumptions that are shared in common by each members of an organization and are often unstated. Organizational culture is basically made up by two major common assumptions: values and beliefs. Values are the assumptions that have been forwarded by the leaders of the organization and considered to be ideals that are desired by all the members of an organization. Beliefs on the other hand are the assumptions about the reality and created by experience.

Ernst, (2001) if an organizational culture becomes incongruent with the changing expectations of internal and/or external stakeholders, the organization's effectiveness can decline as has occurred with some organization.

Rousseau (2000) Organizational culture is also as a set of commonly experienced stable characteristics of an organization which shows the distinctive features of an organization which differentiates it from others. The organizational culture has set of norms and values that are shared by individuals and groups across the organization. Organizational values and beliefs refer to the common ideas about what the shared goals of an organization are, what types of behaviour should the members of an organization follow in order to achieve the common goals of an

organization. These organizational values in turn form out the standard norms and guidelines for the organization that makes it distinct from others. Also states that it is important for the organization to recognize the fact that the organizations do not improve in a vacuum environment and they need human interaction to support the improvement and development which can be achieved only by following the effectively accepted and equally shared values by each individual members of an organization.

Robbins and Coulter, (1998) define organizational culture as a system of shared meaning within an organization that determines, in large degree, how employees act. They also suggest that culture implies several things. They argue that it is perception. Individuals perceive the culture of the organization based on what they see or hear within the organization and even though individuals may have different backgrounds. Organizational culture provides the organization and its members with the capacity and ability to deal with the environment, reflecting the contingency approach to management suggested by many organization theorists and practitioners.

Schein, (1997) When we apply it to groups and organizations, we are almost certain to have conceptual and semantic confusion because groups and organizations are also not always easy to define. Often with regards to 'organizational culture' people agree that it exists and that it is important in its effects but that people have completely different ideas of what it is.

Robbins (1995) Suggests that organizational culture is concerned with how employees perceive the characteristics of an organization's culture, not with whether or not they like them. He suggests that it is a descriptive term and therefore research on organizational culture has sought to measure how employees see their organization - It is also argued by Robbins that "Culture by definition is elusive, intangible, implicit, and taken for granted. But every organization develops a core set of assumptions, understandings and implicit rules that govern day-to-day behaviour in the workplace".

Robbins (1986) on the other hand, defines organizational culture as a uniform perception of an organization which has common characteristics. Organizational culture, according to the author is something descriptive and effectively it can

distinguish one particular organization from another. It can also integrate individuals and groups of organization systems.

Buchanan and Huczynski (1985) have defined organization as a social arrangement for the controlled performance of collective goals. Organizations of various kinds and forms catering to various human needs exist in society. Human experience tells us that groups of people can achieve much more than individuals acting on their own. It is rightly said that our society is heavily dependent on collective, organized activity. We are born, work, and die in and through organizations, and all of us are influenced by organizations in one way or another. The argument and the debate cited above makes amply clear the importance of organizations in society and the need to understand their functioning to derive the maximum benefit from them.

Haralmbos and Heald, (1981) Organizations are important elements of society and all people do not look at them in the same way. It is suggested that the increasing tendency to view organizations as a distinct field of study is due to the pervasiveness and recognized importance of this type of social unit. Organizations have also been perceived as a threat to individual liberty and as undermining democracy but at the same time they have also been seen as essential requirements for a democratic society, as a means for the protection of individual freedoms. "Democratic objectives would be impossible to attain in modern society without bureaucratic organizations to implement them."

2.3 Conclusion:

A literature review may constitute an essential chapter of a thesis or dissertation, or may be a self-contained review of writings on a subject. In either case, its purpose is to place each work in the context of its contribution to the understanding of the subject under review. Describe the relationship of each work to the others under consideration. Identify new ways to interpret, and shed light on any gaps in, previous research. Resolve conflicts amongst seemingly contradictory previous studies. Point the way forward for further research.

CHAPTER 3

RESEARCH DESIGN:

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study

Sampling techniques: Systematic random sampling

Systematic random sampling: In this sampling, one unit is selected at random place and the other units are at a specified interval from the selected unit this method can be used when the population is finite and the unit of the universe can be arranged on the basis of any system like alphabetical arrangement numerical arrangement or geographical arrangement etc. Systematic random sampling uses the same statistical principles as simple sampling, that is, p values and confidence intervals are calculated the same way. However, systematic random sampling does not involve separate random selection of each household. For this reason, systematic random samplings often used to select large samples from s long list of households.

Steps in selecting a systematic random sampling:

- Calculate the sampling interval
- Select a random start between 1 and sampling interval
- Repeatedly add sampling interval to select subsequent data.

Source of Data:

Primary data:

Primary data are those which are collected afresh and for the first time and thus happen to be original in character.

Secondary data:

Secondary data, the data that are already available, it refers to the data which have already been collected and analysed by someone else. The

secondary data are collected from company profile and website. Mostly the data used for the project are secondary data.

Structure of Questionnaire:

- A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents. Questionnaires can be thought of as a kind of written interview often a questionnaire uses both open and closed questions to collect data.
- Questionnaire is the most common instruction in collecting primary data. A questionnaire consists of a set of question for the respondent for their answers. The form of questions can influence the response questions are four.
- Open ended questions
- Closed ended questions
- Multi choice questions

Sample Size:

The sample is an important of any study in which the goal is to make inference about a population from a sample. The sample size was decided in free consent by the researcher the sample size is fixed as 150

PERIOD OF STUDY:

The study period is January 2020 to March 2021.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

Table 4.1.1: Gender of the Respondents

Serial number	Particulars	No. of respondents	percentage
1	Male	63	47.7%
2	Female	67	50.8%
3	Others	2	1.5%
Total			100%

Source: Primary data

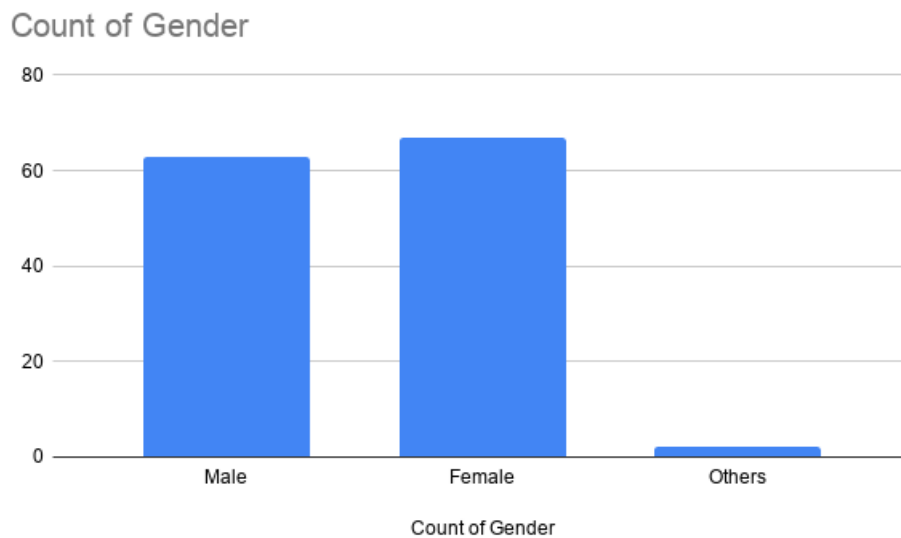


Chart 4.1.1: Gender of the respondents

Interpretation: From the above table it is interpreted that the number of male respondents are 47.7 %, female respondent are 50.8% and others are 1.5%

Inference: Majority (50.8%) of the respondents are female

Table 4.1.2: Age of the respondents

Serial number	Particulars	No. of respondents	percentage
1	18 – 24	31	23.7%
2	25 – 40	39	29.8%
3	40 – 50	19	14.5%
4	50 and above	40	30.5%
Total			100%

Source:

Primary Data

Count of AGE

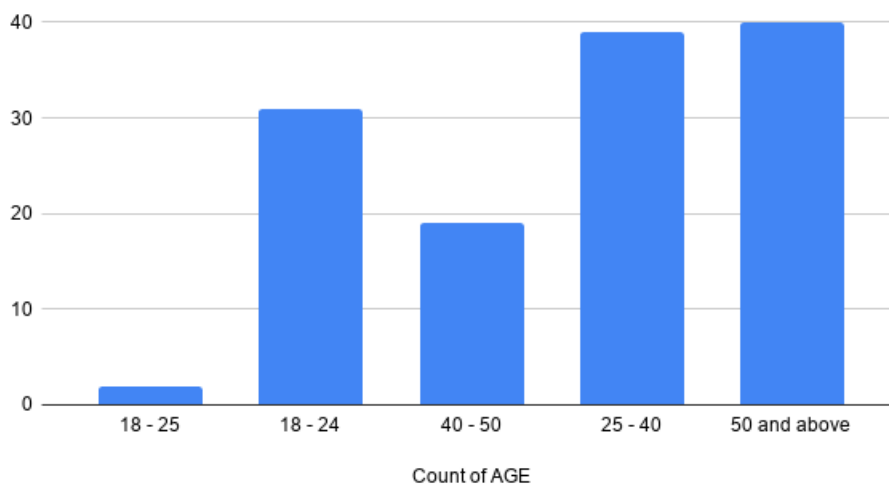


Chart 4.1.2: Age of the respondents

Interpretation

From the above table it is interpreted that the number of respondents between 18 to 25 age of respondents are 24.7%, between 25 to 40 are 29.8%, between 40 to 50 age of respondents are 14.5%, 50 and above age of respondents are 30.5%.

Inference

Majority (30.5%) of the respondents are 50 and above

Table 4.1.3: Income of the respondents.

s.no	Particulars	No.of respondents	Percentage
1	1000 – 10000	14	10.7%
2	10000 – 25000	36	27.5%
3	25000 – 50000	33	25.2%
4	50000 and above	48	36.6%
Total			100%

Source: primary data

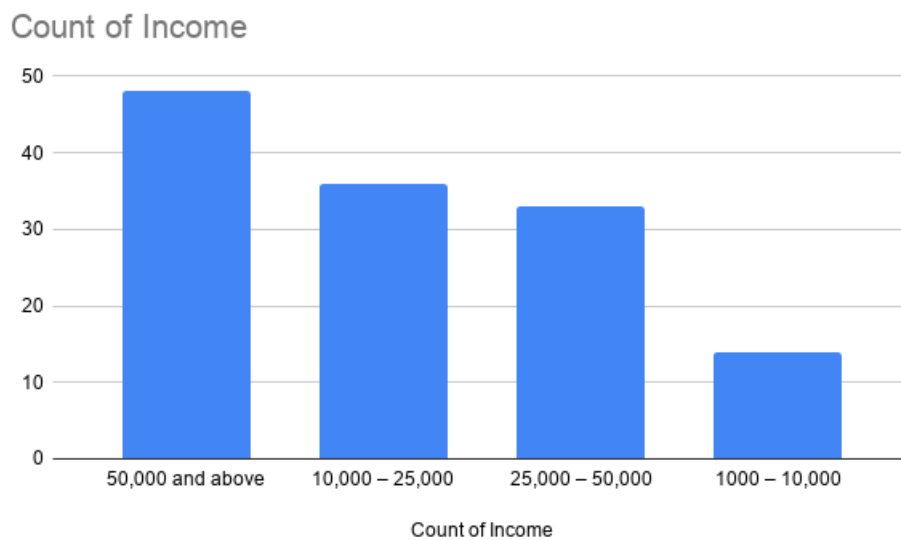


Chart: 4.1.3: Income of the respondents.

Interpretation

From the above table it is interpreted that the number of respondents earn 1000 – 10,000 are 10.7%, 10,000 – 25,000 are 27.5%, 25,000 – 50,000 are 25.2%, 50,000 and above are 36.6%

Inference

Majority (36.6%) of the respondents are earning 50,000 and above

Table4.1.4: which of these components improve the internal management system?

s.no	Particulars	No.of respondents	Percentage
1	Allowance	17	14.9%
2	Fringe benefits	18	15.8%
3	Bonus	11	9.6%
4	Non-monetary benefits	17	14.9%
5	All the above	51	44.7%
Total			100%

Source: primary data

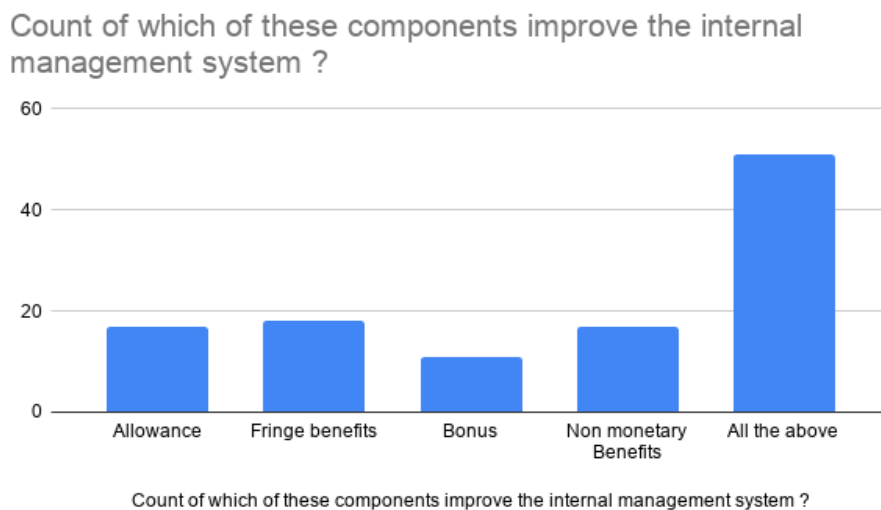


Chart:4.1.4: which of the components improve the internal management system?

Interpretation : From the above table it is interpreted that the number of people chose allowance is 14.9%, Fringe benefits is 15.8% , bonus is 9.6% , non-monetary benefits are 14.9% , all the above 44.7% .

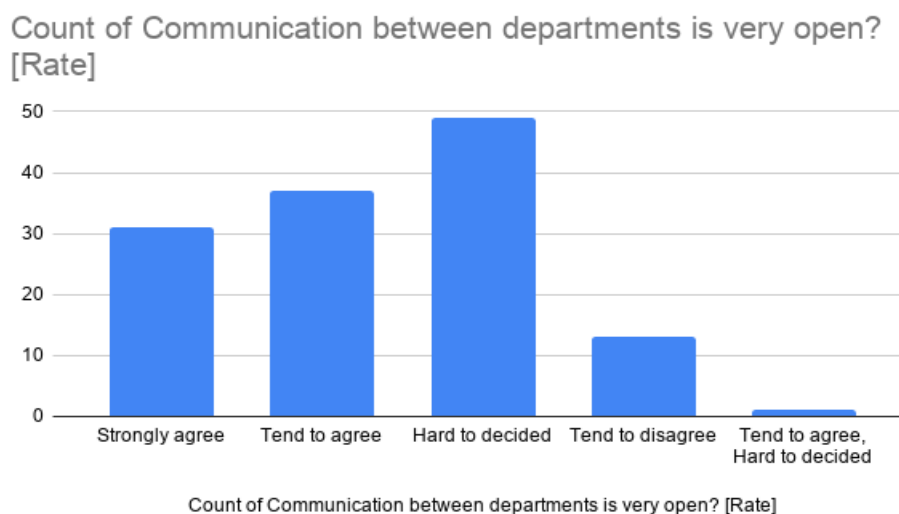
Inference: Majority (44.7%) of the respondents support all the benefits

Table4.1.5: Communication between departments are open?

s.no	Particulars	No. of respondents	Percentage
1	Strongly agree	72	63.7%
2	Tends to agree	19	16.3%
3	Hard to decide	9	8.0%
4	Tends to disagree	1	0.9%
5	Strongly disagree	0	0%
Total			100%

Source: primary data

Chart:4.1.5: Communication between departments are open?



Interpretation: From the above table it is interpreted that the number of worker's count of the salary system in the factory is satisfactory strongly agree are 63.7%, tend to agree 16.8%, hard to decide 9.7%, tends to disagree 0.9% , strongly disagree 0%

Inference

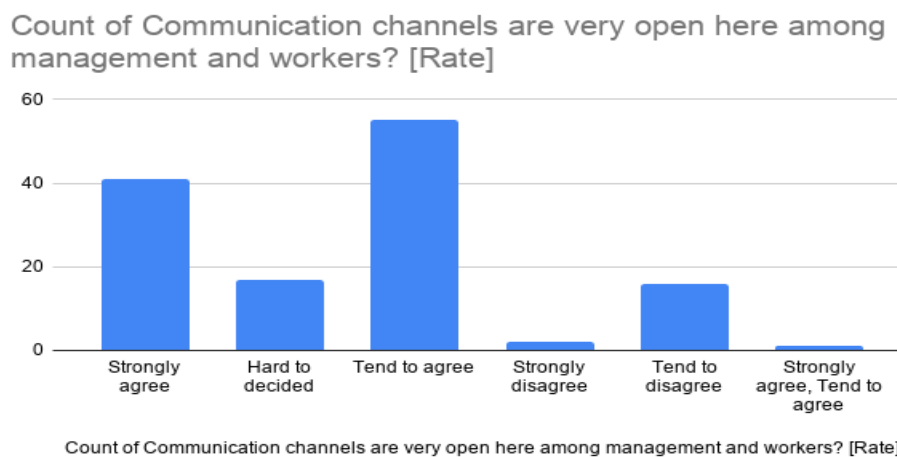
Majority (63.7%) of the respondents strongly agree.

Table4.1.6: Communication channels are very open here among management and workers?

s.no	Particulars	No. of respondents	Percentage
1	Strongly agree	41	31.1%
2	Tends to agree	55	41.7%%
3	Hard to decide	17	12.9%
4	Tends to disagree	16	12.1%
5	Strongly disagree	2	1.5%
Total			100%

Source: primary data

Chart:4.1.6: Communication channels are very open here among management and workers?



Interpretation: From the above table it is interpreted that the number of workers who strongly agree are 31.1%, tend to agree are 41.7% , hard to decide are 12.9% , tends to disagree 12.1% , strongly agree 1.5%

Inference: Majority (41.7%) of the respondents tends to agree.

Table4.1.7: I can trust our management and believe what it says?

s.no	Particulars	No.of respondents	Percentage
1	Strongly agree	62	48.1%
2	Tends to agree	27	20.9%
3	Hard to agree	12	9.3%
4	Tends to disagree	23	17.8%
5	Strongly disagree	4	3.1%
Total			100%

Source: primary data

Chart:4.1.7 : I can trust our management and believe what it says?



Interpretation: From the above table it is interpreted that the number of workers trust our management who strongly agree are 48.1% , tends to agree are 20.9% , hard to decide are 9.3% ,tend to disagree are 17.8%, strongly disagree are 3.1%

Inference

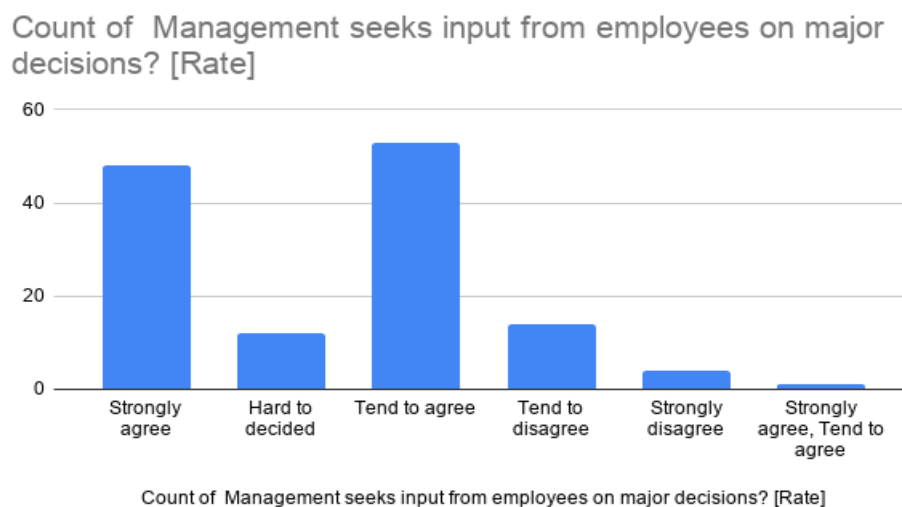
Majority (48.1%) of the respondents strongly agree.

Table4.1. 8: Management seeks input from employees on major decisions?

s.no	Particulars	No.of respondents	Percentage
1	Strongly agree	48	36.4%
2	Tends to agree	53	40.2%
3	Hard to decide	12	9.1%
4	Tends to disagree	14	10.6%
5	Strongly disagree	4	3.0%
Total			100%

Source: primary data

Chart:4.1.8 : Management seek input from employees on major decisions?



Interpretation

From the above table it is interpreted that the number of workers count of management seeks input from employees on major decisions who strongly agree are 36.4%, who tends to agree 40.2% , hard to decide 9.6% , tends to disagree 10.6% , strongly disagree 3.0%

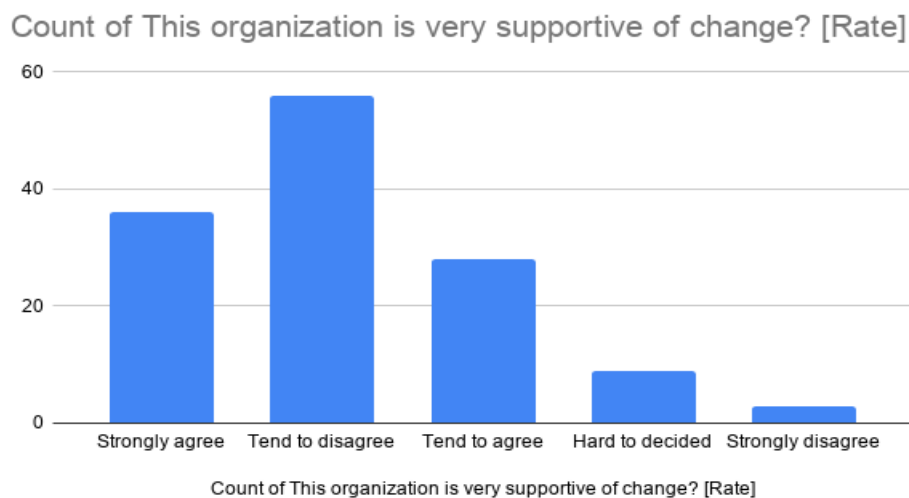
Inference: Majority (40.2%) of the respondents tends to agree

Table4.1.9: This organization is very supportive of change?

s.no	Particulars	No. of respondents	Percentage
1	Strongly agree	36	27.3%
2	Tends to agree	28	21.2%
3	Hard to decide	9	6.8%
4	Tends to disagree	56	42.4%
5	Strongly disagree	3	2.3%
Total			100%

Source: primary data

Chart: 4.1.9 : This organization is very supportive of change?



Interpretation

From the above table it is interpreted that workers of this organisation is very supportive of change by following propositions, strongly agree are 27.3%, tends to agree are 21.2%, hard to decide are 6.8%, tends to disagree are 42.4%, strongly disagree are 2.3%.

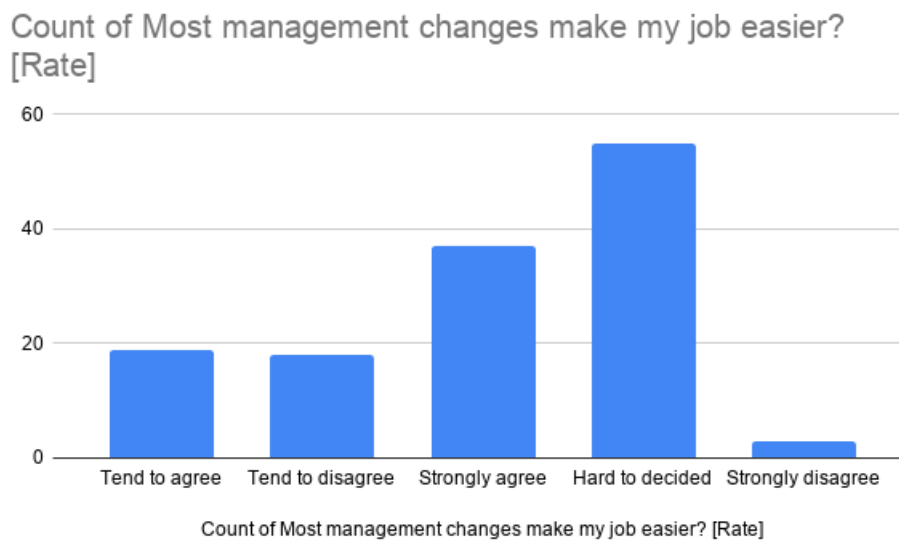
Inference: Majority (42.4%) of the respondents- tends to disagree

Table 4.1.10: Most management changes make my job easier?

s.no	Particulars	Noof respondents	Percentage
1	Strongly agree	3	2.3%
2	Tends to agree	19	14.4%
3	Hard to decide	55	41.7%
4	Tends to disagree	18	13.6%
5	Strongly disagree	3	2.3%
Total			100%

Source: primary data

Chart: 4.1.10: Most management changes make my job easier?



Interpretation

From the above table it is interpreted that strongly agree are 2.3%, tends to agree are 14.4%, hard to decide are 41.7%, tends to disagree are 13.6%, strongly disagree are 2.3%

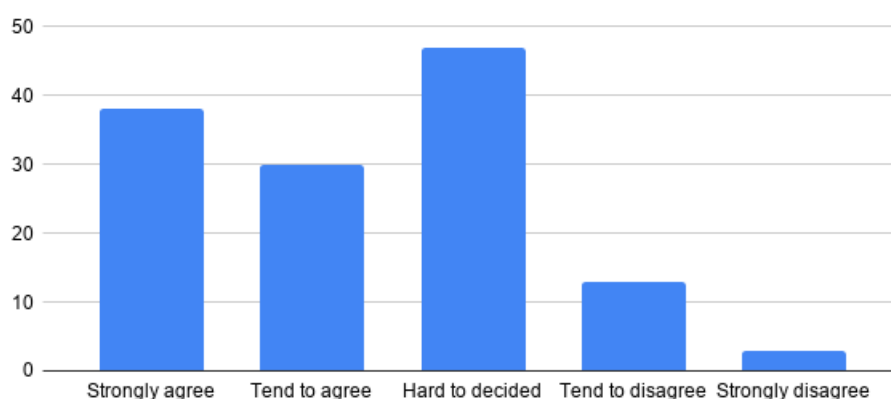
Inference: Majority (41.7%) of the respondents agree with hard to decide.

Table4.1.11: Most people in this organization are encouraged to make suggestions for improvement?

s.no	Particulars	No.of respondents	Percentage
1	Strongly agree	38	29.0%
2	Tend to agree	30	22.9%
3	Hard to decide	47	35.9%
4	Tend to disagree	13	9.9%
5	Strongly disagree	3	2.3%

Source: primary data

Count of Most people in this organization are encouraged to make suggestions for improvement? [Rate]



Count of Most people in this organization are encouraged to make suggestions for improvement?

Chart: 4.1.11 :Most people in this organization are encouraged to make suggestions for improvement?

Interpretation

From the above table it is interpreted that the 29.0% respondents strongly agree, 22.9% are tend to agree, 35.9% are hard to decide, 9.9% are tend to disagree, 2.3% strongly disagree.

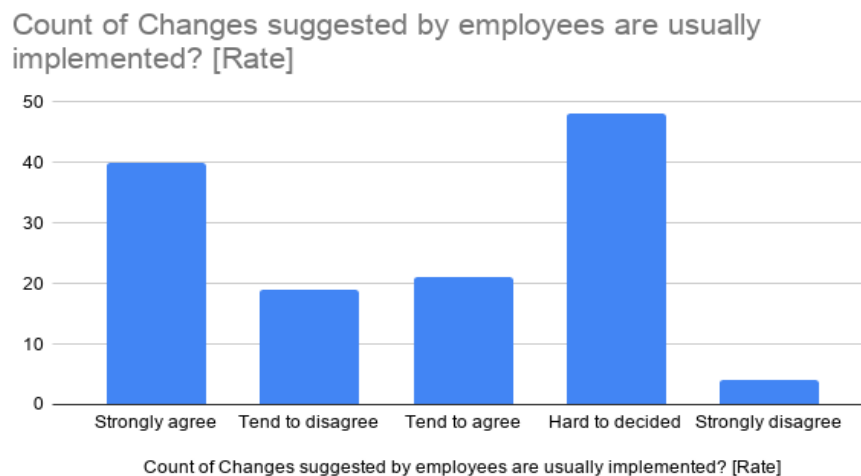
Inference: Majority (35.9%) of the respondents are responded hard to decide

Table: 4.1.12: Changes suggested by employees are usually implemented?

s.no	Particulars	No.of respondents	Percentage
1	Strongly agree	40	30.3%
2	Tend to agree	21	15.9%
3	Hard to decide	48	36.4
4	Tend to disagree	19	14.4%
5	Strongly disagree	4	3.0%
Total			100%

Source: primary data

Chart: 4.1.12: Changes suggested by employees are usually implemented?



Interpretation

From the above table it is interpreted that the number of respondents strongly agree are 30.3% , 15.9 % are tend to agree, 36.4% are hard to decide, 14.4% are tend to disagree,3.0% strongly disagree.

Inference

Majority (36.4%) of the respondents responded hard to decide.

Table 4.1.13: My immediate supervisor listens to what I have to say?

s.no	Particulars	No.of respondents	Percentage
1	Strongly agree	7	5.3%
2	Tend to agree	57	43.5%
3	Hard to decide	12	9.2%
4	Tend to disagree	16	12.2%
5	Strongly disagree	7	5.3%
Total			100%

Source: primary data

Count of My immediate supervisor listens to what I have to say? [Rate]

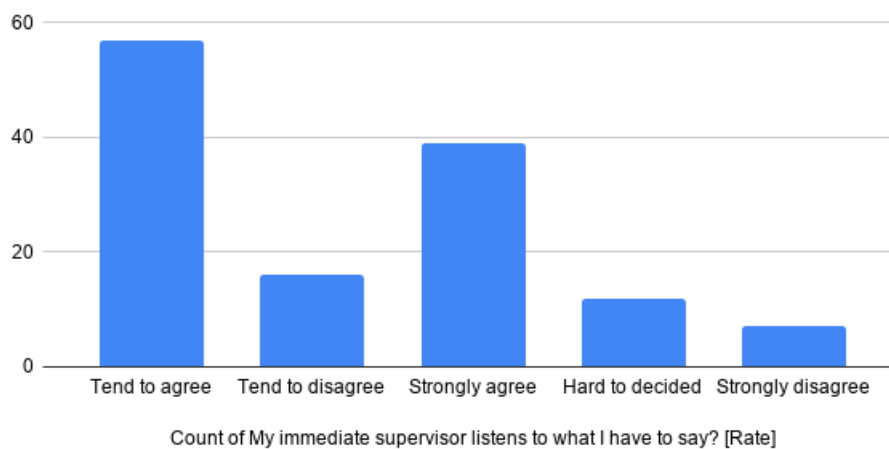


Chart: 4.1.13: My immediate supervisor listens to what I have to say?

Interpretation: From the above table it is interpreted that the number of respondents strongly agree are 29.8% , 43.5 % are tend to agree, 9.2% are hard to decide, 12.2% are tend to disagree, 5.3% strongly disagree.

Inference

Majority (43.5%) of the respondents tend to agree

Table 4.1. 14: My supervisor deals fairly with everyone it doesn't play favourites?

s.no	Particulars	No.of respondents	Percentage
1	Strongly agree	31	23.5%
2	Tends to agree	29	22.0%
3	Hard to decide	49	37.1%
4	Tends to disagree	18	13.6%
5	Strongly disagree	5	3.8%
Total			100%

Source: primary data

Count of My supervisor deals fairly with everyone it doesn't play favorites? [Rate]

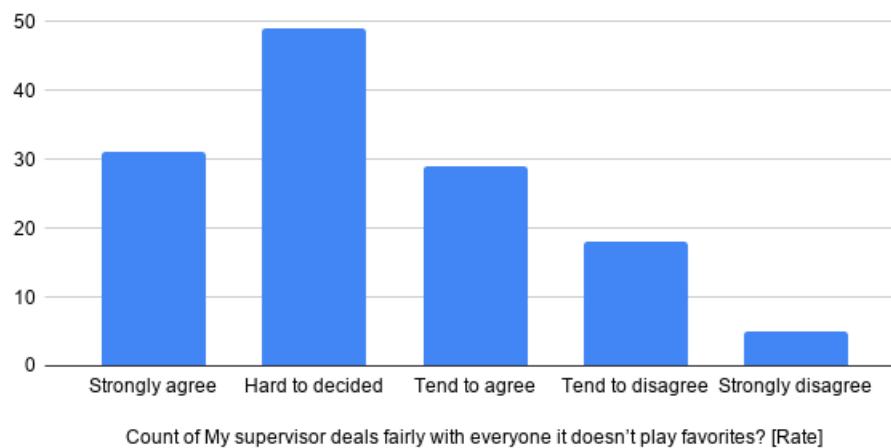


Chart: 4.1.14: My supervisor deals fairly with everyone it doesn't play favourites?

Interpretation

From the above table it is interpreted that the number of respondents strongly agree are 23.5% , 22.0 % are tend to agree, 22.0% are hard to decide, 13.6% are tend to disagree, 3.8% strongly disagree.

Inference: Majority (37.1%) of the respondents responded hard to decide

Table4.1.15: My immediate supervisor encourages my suggestions for improvement?

s.no	Particulars	No.of respondents	Percentage
1	Strongly agree	39	29.5%
2	Tends to agree	24	18.2%
3	Hard to decide	12	9.1%
4	Tends to disagree	52	39.4%
5	Strongly disagree	5	3.8

Source :primary data

Count of My immediate supervisor encourages my suggestions for improvement? [Rate]

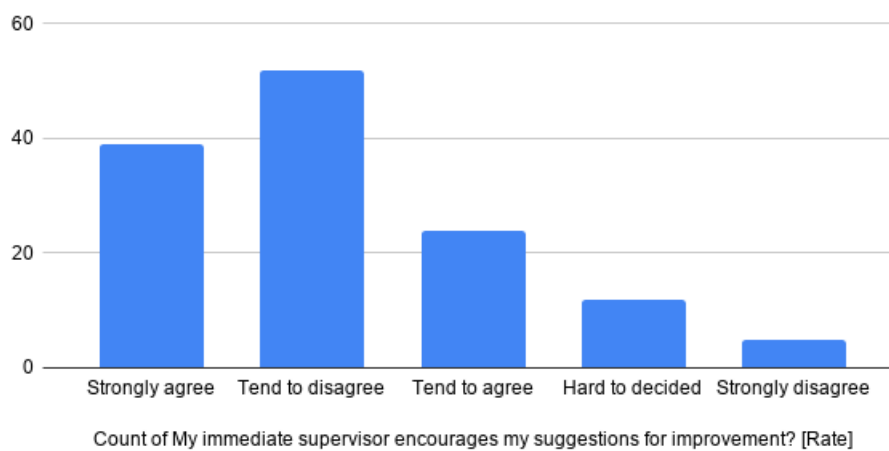


Chart: 4.1.15: My immediate supervisor encourages my suggestions for improvement?

Interpretation

From the above table it is interpreted that the number of respondents strongly agree are 29.5% , 18.2 % are tend to agree, 9.1% are hard to decide, 39.4% are tend to disagree,3.8% strongly disagree.

Inference: Majority (39.4%) of the respondents tends to disagree

Table 4.1.16: My immediate supervisor has effective interpersonal skills?

s.no	Particulars	No. of respondents	Percentage
1	Strongly agree	35	27.1%
2	Tends to agree	61	47.3%
3	Hard to decide	15	11.6%
4	Tends to disagree	14	10.9%
5	Strongly disagree	4	3.3%
Total			100%

Source: primary data

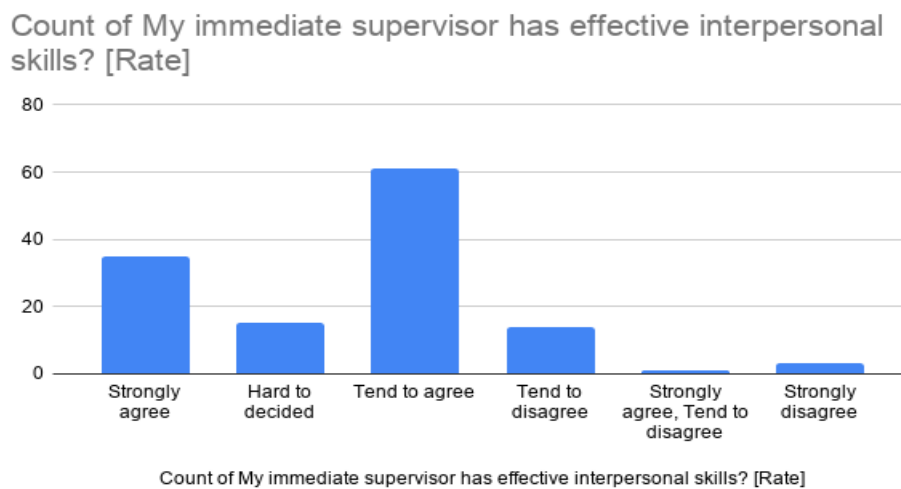


Chart: 4.1.16my immediate supervisor has effective interpersonal skills?

Interpretation

From the above table it is interpreted that the number of respondents strongly agree are 27.1% , 47.3 % are tend to agree, 11.6% are hard to decide, 10.9% are tend to disagree,2.3% strongly disagree.

Inference

Majority (47.3%) of the respondents tends to agree.

Table: 4.1.17: Most manages here have effective interpersonal skills?

s.no	Particulars	No.of respondents	Percentage
1	Strongly agree	40	30.5%
2	Tends to agree	20	15.3%
3	Hard to decide	16	12.2%
4	Tends to disagree	47	35.9%
5	Strongly disagree	8	6.1%
Total			100%

Source :primary data

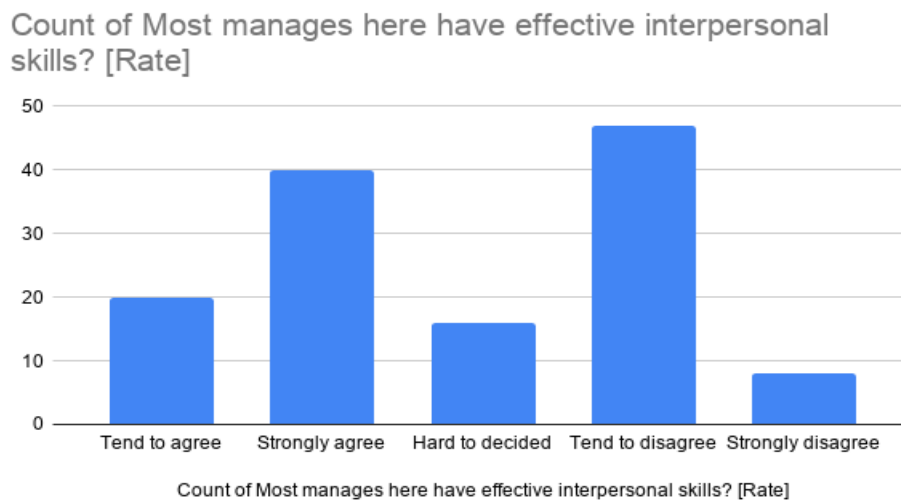


Chart:4.1.17: Most manages here have effective interpersonal skills?

Interpretation

From the above table it is interpreted that the number of respondents strongly agree are 30.5% , 15.3% are tend to agree, 12.2% are hard to decide, 35.9% are tend to disagree, 6.1% strongly disagree.

Inference: Majority (35.9) of the respondents responded tends to disagree

Table4.1.18: People work well together in this company?

s.no	Particulars	No. of respondents	Percentage
1	Strongly agree	43	32.6%
2	Tends to agree	33	25.0%
3	Hard to decide	11	8.3%
4	Tends to disagree	6	4.5%
5	Strongly disagree	38	28.8%
Total			100%

Source :primary data

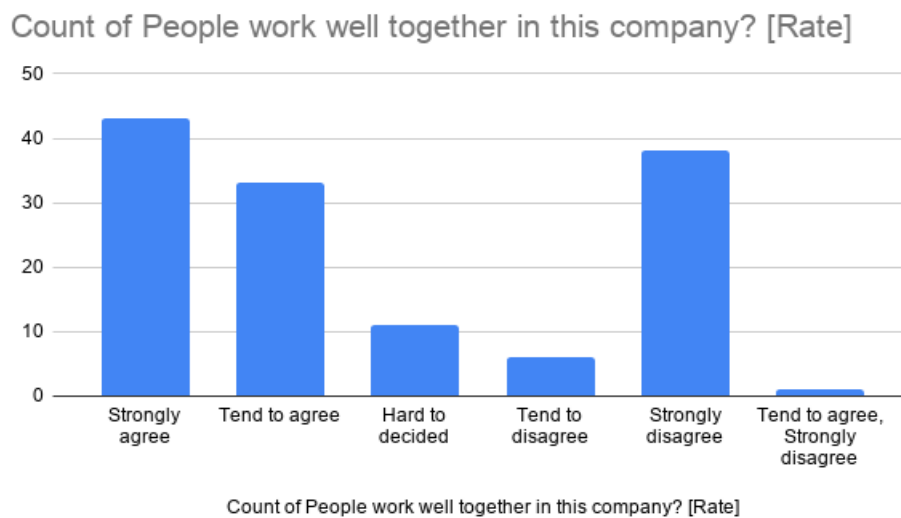


Chart:4.1.18:People work well together in this company?

Interpretation

From the above table it is interpreted that the number of respondents strongly agree are 32.6% , 25.0% are tend to agree, 8.3% are hard to decide, 4.5% are tend to disagree, 28.8% strongly disagree.

Inference: Majority (32.6%) of the respondents responded strongly agree

Table 4.1.19: The salary system in the factory is satisfactory?

s.no	Particulars	No. of respondents	percentage
1	Strongly agree	72	63.7%
2	Tend to agree	11	9.7%
3	Hard to decide	9	8.0%
4	Tend to disagree	1	0.5%
5	Strongly disagree	2	1%
Total			100%

Source: Primary data



Chart: 4.1.19: The salary system in the factory is satisfactory?

Interpretation

From the above table it is interpreted that the number of respondents strongly agree are 63.7% , 9.7% are tend to agree, 8.0% are hard to decide, 0.5% are tend to disagree, 1% strongly disagree.

Inference: Majority (63.7%) of the respondents responded strongly agree

Table 4.1.20: How long have you been working in J.C Logistics?

s.no	Particulars	No. of respondents	Percentage
1	6 months – 1 year	19	14.4%
2	1 year – 5 years	43	32.6%
3	5 years – 15 years	27	20.5%
4	15 years and above	43	32.6%
Total			100%

Source: Primary data

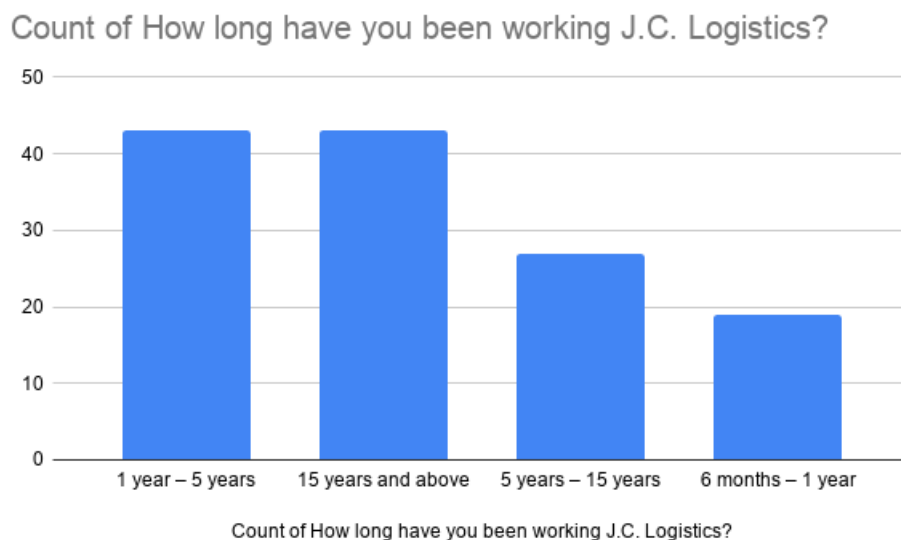


Chart: 4.1.19: How long have you been working in J.C Logistics

Interpretation

From the above table it is interpreted that the number of respondents 6 months – 1 year are 14.4% , 32.6% are 1 year – 5 year , 20.5% are 5 years – 15 years, 32.6% are 15 years and above

Inference: Majority (32.6%) of the respondents responded both 1 year – 5 years, 15 years and above.

CHAPTER 5

5.1 FINDINGS

- 1) Majority (50.8%) of the respondents are female.
- 2) Majority (30.5%) of the respondents are 50 and above.
- 3) Majority (36.6%) of the respondents are earning 50,000 and above
- 4) Majority (44.7%) of the respondents support all the benefits.
- 5) Majority (63.7%) of the respondents strongly agree.
- 6) Majority (41.7%) of the respondents tends to agree.
- 7) Majority (48.1%) of the respondents strongly agree.
- 8) Majority (40.2) of the respondents tends to agree
- 9) Majority (42.4%) of the respondents tends to disagree
- 10) Majority (41.7%) of the respondents agree with hard to decide.
- 11) Majority (35.9%) of the respondents are responded hard to decide
- 12) Majority (36.4%) of the respondents responded hard to decide
- 13) Majority (43.5%) of the respondents responded hard to decide.
- 14) Majority (37.1%) of the respondents tend to agree
- 15) Majority (39.4%) of the respondents responded hard to decide
- 16) Majority (47.3%) of the respondents tends to disagree.
- 17) Majority (35.9%) of the respondents tends to agree
- 18) Majority (32.6%) of the respondents responded tends to disagree
- 19) Majority (63.7%) of the respondents responded strongly agree
- 20) Majority (32.6%) of the respondents responded both 1 year – 5 years, 15 years and above

5.2 SUGGESTION

The overall experience index from the study reveals that the company is performing very well and has good organizational culture and behaviour.

Some of the employers have complained about inter personal skills, supportive of change and supervisor not encouraging suggestion for improvement. Therefore, this is the area which I recommend to the company to focus a little bit more. It needs to improve its communication between higher authority to their employees. Need to become more approachable.

Even though the complaints are minor, the company needs to resolve its organizational culture. More benefits should be given to the employees working in the company

Further studies on culture could pay more attention in identifying all aspects of organizational culture. Moreover, further studies could also take other factors into account, such personalities and ethnic culture.

5.3 CONCLUSION:

The J.C Logistics are the best and fast moving brands. Now a day the demand for this shows increasing trend, at the same time they expected easy handling, safety and security, higher performance etc. which makes the advanced technologies and adopt new model.

With respect to the above study and the findings thereby, the company has definitely entrenched into the urban market. With few more concerted efforts, the said organization needs to enter the rural market in order to completely establish itself all over.

The individual behaviour includes biographical characteristics, ability, values, attitudes, personality, emotions, perception, individual decision making, learning and motivation. The group behaviour consists with communication, leadership and trust, group structure, conflict, power and politics.

The organizational system level involves organizational culture, human resource policies and practices, and organization structure and design. However, the case study found that not every behaviour was affected by the organizational culture.

Some part of employee behaviour has a strong correlation with culture. The three levels of the organizational culture include symbols, rituals, and values; each level has unique impacts on behaviour.

Values as the core level of the organizational culture have the most significant impact on employee behaviour. The above study will help the higher authorities to get more awareness about employees which will helps them to reach higher heights.

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APPENDIX (Questionnaire)

1. Gender :

- Male
- Female
- Others

2. Age :

- 18 – 25
- 25 – 40
- 40 – 50
- 50 and above

3. Income :

- 1000 – 10,000
- 10,000 – 25,000
- 25,000 – 50,000
- 50,000 and above

4. Which of these components improve the internal management system?

- Allowance
- Fringe benefits
- Bonus
- Non-monetary benefits
- All the above

5. The salary system in the factory is satisfactory?

- Strongly agree
- Tend to agree
- Hard to decide
- Tend to disagree
- Strongly disagree

6. Communication between departments is very open?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree

7. Communication channels are very open here among management and workers?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree

8. I can trust our management and believe what it says?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree

9. Management seeks input from employees on major decisions?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree

10. This organization is very supportive of change?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree

11. Most management changes make my job easier?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree

12. Most people in this organization are encouraged to make suggestions for improvement?

- Strongly agree
- Tend to agree
- Hard to decided

- Tend to disagree
- Strongly disagree

13. Changes suggested by employees are usually implemented?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree

14. Employees agree with the company's goals?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree

15. My immediate supervisor listens to what I have to say?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree

16. My supervisor deals fairly with everyone it doesn't play favorites?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree

17. My immediate supervisor encourages my suggestions for improvement?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree

18. My immediate supervisor has effective interpersonal skills?

- Strongly agree
- Tend to agree

- Hard to decided
- Tend to disagree
- Strongly disagree

19. Most managers here have effective interpersonal skills?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree

20. People work well together in this company?

- Strongly agree
- Tend to agree
- Hard to decided
- Tend to disagree
- Strongly disagree