INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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9.   **MAIN TEXT**: The main text should follow the following sequence:

   INTRODUCTION

   REVIEW OF LITERATURE

   NEED/IMPORTANCE OF THE STUDY

   STATEMENT OF THE PROBLEM

   OBJECTIVES

   HYPOTHESES

   RESEARCH METHODOLOGY

   RESULTS & DISCUSSION

   FINDINGS

   RECOMMENDATIONS/SUGGESTIONS

   CONCLUSIONS

   SCOPE FOR FURTHER RESEARCH

   ACKNOWLEDGMENTS

   REFERENCES

   APPENDIX/ANNEXURE

   It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed *5000 WORDS*.

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BOOKS

●   Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.

●   Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

●   Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

●   Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

●   Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

●   Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

●   Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

●   Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

A STUDY ON ORGANIZATIONAL CULTURE AND CLIMATE WITH SPECIAL REFERENCE TO HVF, AVADI

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ABSTRACT

Organisational climate defined as the shared perceptions of organizational members concerning practices, behaviours, and procedures that are rewarded and supported in the workplace. Organizational culture determines the way organizational members interact with each other and outsiders. Heavy Vehicles Factory is the world"s largest government operated production company and the oldest industrial unit. It comes under the ministry of defense. It manufactures heavy battlefield equipment, including Vijayantas, T-72 tanks and other equipments also. Defense department requires more energetic and enthusiastic workforce to complete the tasks successfully. The products manufactured by these factories are highly important because it will serve and protect our nation. Also this factory requires creativity and innovation to come with new techniques and technologies which helps the nation to become independent in the field of defense. So these kinds of manufacturing unit ensures/requires positive organizational climate and culture which fosters creativity and innovation. This study attempts to investigate the working conditions of employees at HVF avadi and to identify the factors influencing the positive organizational climate. The sample size taken from the total population is one hundred and twenty. The findings and recommendations exhibits that since the employees are handling with heavy machines organization should ensure the safety and cleanliness of the working environment. They can strictly follow 5S framework, so as to achieve/ensure a well organized environment. The management could conduct a potential appraisal for the employees and could make use of the ability, skills and knowledge of the employees. Finally from the study it is identified that the overall perception of the employees regarding the working environment is positive.

KEYWORDS

organizational climate, culture, innovation, creativity, positive climate.

INTRODUCTION & INTRODUCTION OF THE STUDY

The human resource is considered as the backbone of any enterprise is it public, private or corporative .The human resources are the most dynamic and important resources of the various kinds of resources that are needed to move the wheels of an economic activity. Organizational climate, sometimes known as Corporate Climate is the process of quantifying the "culture" of an organization. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior.Organizational culture tends to be shared by all or most members of some social groupis something that older members usually try to pass on to younger members; shapes behavior and structures perceptions of the world.

BASIC ELEMENTS OF ORGANIZATIONAL CULTURE

Organizational culture determines the way organizational members interact with each other and outsiders. It must be created and sustained to develop congenial environment in the organization. It has three basic elements artifacts, espoused values and basic assumptions. It is expressed in terms of norms, values attitudes and beliefs shared by organizational members. Its major functions include sense of identity, enhancement of commitment and reinforcement of behavior. It has stray impact on the performance of the organization. It is a descriptive e study and not evaluative study. It has both functional as well as dysfunctional aspects. Sociability and solidarity are two factors that determine organizational culture.

 Organizational climate is a measure to perceive the organization by its members. It determines the employee attitude towards organizational life. It works on factors like job description, organizational structure, performance and evaluation standards, leadership styles, challenges and innovation, motivation, communication, goals and control process.

It provides system of shared meaning among members. Organizational climate must be created and sustained in a way that it can develop congenial environment in the organisation. Organizational culture has basic elements of culture and they are artifacts, spoused values and basic assumptions. Organizational culture is expressed in terms of norms, values, attitudes and beliefs shared by organizational members. Organizational culture has its major functions and they include sense of identity, enhancement of commitment and reinforcement of behavior.

Organizational climate and culture has strong impact on the performance of the organization. There are several factors that influence organizational culture that help in creation and sustaining of culture in an organization. It creates its impact on work place and so developing an ideal organizational culture that helps in smooth functioning of all members of the organization. An ideal and strong organizational culture can experience some barriers and they can be barriers to change.

Organizational culture is a descriptive study and not evaluative study. It has its functional as well as its dysfunctional aspects. There are two factors that determine organizational culture and they are sociability and solidarity. These two dimensions yield four types of organizational culture. They are network culture, mere nary culture, fragmented culture and communal culture.

COMPANY PROFILE

The Heavy Vehicles Factory (HVF) is located at Avadi in Chennai in the Indian state of Tamil Nadu. Avadi is an acronym for Armoured Vehicles and Ammunition Depot of India.HVF was set up in 1965 by the Government of India to manufacture heavy battlefield equipment, including Vijayantas and T-72 tanks. Currently, HVF manufactures India's main battle tank Arjun and the T-90s. The Engine Factory of HVF functions separately from HVF.

Heavy Vehicle Factory is located at Avadi. It is one of the Central Government Organization under the Ministry of Defence. It manufactures and supplies various types of Armored Fighting Vehicles to Indian Army. It consists of approximately 5000 employees.

LOCATION AND AREA

Heavy Vehicles Factory (HVF) is located at AVADI (Armoured Vehicle and Ammunition Depot of India), a Northern suburb of Chennai, well connected by Rail & Road transport, approximately 21 Km away from Chennai Central Railway Station. It in the vicinity, there are several other Ordnance Factories such as Engine Factory (EFA), Ordnance Clothing Factory (OCF) and Defence Installations like Combat Vehicle Research and Development Establishment (CVRDE), Ordnance Depot etc. There are also Central Reserve Police Force and Air Force Station available in the nearby area. The Factory area is spread over 248.50 acres and Estate 873 acres

REVIEW OF THE LITERATURE

The concept of organizational climate has a long history in the organizational literature. From early writers (e.g. Litwin & Stringer, 1968) to more recent research (e.g. Ashkenasy, Wilderom & Peterson, 2000; Schneider, 1990) the concept has been used to reflect the atmosphere of work and relationships and has been regularly shown to have an impact on work-related outcomes and aspects of company performance (e.g. Patterson, Warr & West, 2004). Despite ongoing

debates as to the theoretical status and measurement of organizational climate (James & Jones, 1974: Schneider, 2000) and how climate differs from the concept of organizational culture (Denison, 1996; Payne, 2000), there is a general consensus regarding the definition and underlying assumptions of organizational climate. Schneider (1985, 1990) defines climate as the shared perceptions of organizational members concerning practices, behaviours, and procedures that are rewarded and supported in the workplace. Others have viewed it as a set of concepts to understand the context of the organization, representing the norms, attitudes, feelings and behaviours prevalent at the workplace (Litwin & Stringer, 1968; Pugh & Payne, 1976; Schneider & Bartlett, 1968; 1970; Denison, 1996). **Ravasi and Schultz (2006)** state that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations.

HOFSTEDE relates culture to ethnic and regional groups, but also organizations, profession, family, to society and subcultural groups, national political systems and legislation, etc. "According to **Mulder's Power Distance Reduction theory** subordinates will try to reduce the power distance between themselves and their bosses and bosses will try to maintain or enlarge it", but there is also a degree to which a society expects there to be differences in the levels of power.

OBJECTIVES OF THE STUDY
- A Study on organizational culture and climate with special reference to Heavy Vehicles Factory (HVF),Avadi.
- To study the employees perception about various aspects of the organizational culture.
- To study the attitude of the employees towards their job and the organization.
- To understand the working environment and work group of HVF.

SCOPE OF THE STUDY
1. The scope of the project was to include major aspects of the organization.
2. It also highlights that whether the employees have positive attributes towards the organization.
3. This study deals with employees attitudes towards various aspects of the organization.
4. This study focuses on today's turbulent, often chaotic, environment, which depends on employees making use of their talents in full.

LIMITATIONS OF THE STUDY
1. The study was limited to a period of three months only.
2. As the employees were coming under rotary and night shifts, I was unable to obtain the feedback from maximum employees.
3. As HVF is having more than 72 sections, which covers more than 8sq.kms my visit was restricted to sensitive sections.

METHODOLOGY
From the population sample were taken to study the culture and climate of HVF. The Sample size drawn from the total population is about 120 employees. Simple random sampling method is used to optimize the data collection. Lottery method is used to pick the sample from the population. Various instruments were used to collecting the data like questionnaire, observation, interview etc..A Collected data were analyzed by using Percentage analysis, Chi-Square, Spearman's Rank Correlation. Based on this analysis the findings and recommendations were derived.

DATA ANALYSIS AND INTERPRETATION
PERSONAL INFORMATION

TABLE 1: AGE WISE CALCULATION

Sl.No.	Opinion	No. Of Respondents	Percentage
1.	18-25	18	15
2.	26-30	32	26.6
3.	31-35	27	22.5
4.	36 & above	43	35.8
	Total	120	100

Interpretation
According to the table, 36% of the respondents belongs to the age group of 36 & above and 15% of the respondents belong to the age group of 18-25.

TABLE 2: YEAR OF SERVICE

Sl.No.	Opinion	No. Of Respondents	Percentage
1.	< 5 years	27	22.5
2.	6-10 years	32	26.6
3.	11-20 years	42	35%
4.	> 21 years	19	15.8%
	Total	120	100

Interpretation
According to the table it is found that, about 26.6% of the respondents have 6-10 years of service in HVF and about 15.8% of the respondents have more than 21 years of service in HVF.

ADMINISTRATION

TABLE 3: SATISFACTION WITH THE ORGANIZATION'S ADMINISTRATIVE POLICIES

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Highly Satisfied	48	40
2	Satisfied	12	10
3	Neutral	35	29
4	Dissatisfied	12	10
5	Highly Dissatisfied	13	11
	Total	120	100

Interpretation
According to the table 40% of the respondents says that they are highly satisfied with the organization's administrative policies and 10% of the respondents say that they are satisfied as well as dissatisfied with the organization's administrative policies.

TABLE 4: CO-ORDINATION WITH THE DEPARTMENTAL WORKS

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Very Often	12	10
2	Often	35	29
3	Sometimes	13	11
4	Rarely	54	45
5	Never	6	5
	Total	120	100

Interpretation

According to the table, 45% of the respondents says that the works of the department are rarely coordinated and 5% of the respondents says that the works of the department are never been well coordinated.

TABLE 5: AWARENESS ON ORGANIZATION'S OBJECTIVE, VISION AND MISSION

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Strongly Agree	83	69
2	Agree	20	17
3	Neitheragreenor Disagree	17	14
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	120	100

Interpretation

From the above analysis it is clear that,69% of them strongly agree that they are aware on the organizations objectives ,vision and mission,17% of them neither agree nor disagree about the organizations objective, vision and mission.

TABLE 6: ADEQUATE MANPOWER FOR THE WORK

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Strongly Agree	23	19.2
2	Agree	63	52
3	Neither agree nor Disagree	25	21
4	Disagree	7	6
5	Strongly Disagree	2	1.6
	Total	120	100

Interpretation

From the above it is clear that, 52% of them strongly agree that they are been given adequate manpower for the work, and 1.6% of them strongly disagree that they are not been provided adequate manpower for the work.

TABLE 7: WORK UNDER VARIOUS SECTIONS

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Very Often	32	27
2	Often	22	18.3
3	Sometimes	15	12.5
4	Rarely	34	28
5	Never	17	14
	Total	120	100

Interpretation

According to the table, 28% of the respondents says that they are been allowed to work under various production sections and 13% of the respondents says that only sometimes they are been asked to work under various production sections.

MOTIVATION

TABLE 8: ADEQUATE TRAINING

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Very Often	44	36.6
2	Often	37	31
3	Sometimes	23	19.1
4	Rarely	13	10.8
5	Never	3	2.5
	Total	120	100

Interpretation

According to the table, 36.6% of the respondents says that they are been provided adequate training and 2.5% of the respondents says that they are not been provided adequate training.

TABLE 9: UTILIZATION OF ABILITY, SKILLS AND KNOWLEDGE

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Fully Utilized	26	21.6
2	Utilized	57	47.5
3	Partially	33	27.5
4	Not Utilized	4	3.3
	Total	120	100

Interpretation

According to the table, 48% of the respondents says that their ability skills and knowledge are been fully utilized and 3% of the respondents says that their ability skills and knowledge are not been utilized.

TABLE 10: RECOGNITION AND APPRECIATION OF WORK

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Strongly Agree	37	30.8
2	Agree	35	36.6
3	Neitheragreenor Disagree	15	2.5
4	Disagree	23	19.1
5	Strongly Disagree	10	10.8
	Total	120	100

Interpretation

From the above it is clear that, 37% of them agree that they are been recognized and appreciated for the work, and 3% of them are in a neutral position that they neither agree nor disagree towards the recognition and appreciation of work

TABLE 11: INITIATIVE TO EXERCISE NEW METHODS AND CREATIVE IDEAS

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Very Often	17	14.1
2	Often	58	48.3
3	Sometimes	15	12.5
4	Rarely	24	20
5	Never	6	5
	Total	120	100

Interpretation

According to the table, 48% of the respondents says that often they are been asked to exercise new methods and creative ideas and 5% of the respondents says that they are not been asked to exercise new methods and creative ideas.

TABLE 12: VIEW ON SALARY/WAGES AND MONETARY BENEFITS

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Highly Satisfied	63	52.5
2	Satisfied	33	27.5
3	Neutral	24	20
4	Dissatisfied	0	0
5	Highly Dissatisfied	0	0
	Total	120	100

Interpretation

According to the table 53% of the respondents says that they are highly satisfiedon the salary/wages and monetary benefits andnone of the respondents have no comments on the salary/wages and monetary benefits.

TABLE 13: RECOGNITION OF VALUABLE WORK

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Very Often	19	16
2	Often	48	40
3	Sometimes	37	31
4	Rarely	12	10
5	Never	4	3.3
	Total	120	100

Interpretation

According to the table, 40% of the respondents often says that their valuable work is been recognized appropriately and 3% of the respondents says that never their work is been recognized appropriately.

TABLE 14: SATISFACTION WITH THE REWARDS AND RECOGNITION PROCEDURE

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Highly Satisfied	12	10
2	Satisfied	54	45
3	Neutral	35	29.1
4	Dissatisfied	13	10.8
5	Highly Dissatisfied	6	5
	Total	120	100

Interpretation

According to the table,45% of the respondents says that they are satisfiedwith the rewards and recognition procedure in the organization and 5% of the respondents are highly dissatisfied with the rewards and recognition procedure in the organization.

TABLE 15: MOTIVATION BY THE ORGANIZATION

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Strongly Agree	23	19.1
2	Agree	65	54.1
3	Neitheragreenor Disagree	25	20.8
4	Disagree	7	5.8
5	Strongly Disagree	0	0
	Total	120	100

Interpretation

From the above it is clear that, 54% of agree that they are been motivated by the organization work, and 6% of disagree that they are not been motivated by the organization.

ENVIRONMENT

TABLE 16: SATISFACTION WITH THE PRESENT WORKING CONDITION

Sl. No.	Opinion	No. Of Respondents	Percentage
1	Highly Satisfied	48	40
2	Satisfied	35	29.1
3	Neutral	12	10
4	Dissatisfied	13	10.8
5	Highly Dissatisfied	12	10
	Total	120	100

Interpretation

According to the table,40% of the respondents says that they are highly satisfiedwith the present working condition in the organization and 10% of the respondents are highly dissatisfied with the present working condition in the organization.

TABLE 17: SATISFACTION WITH THE PROVIDED SAFETY EQUIPMENTS AT THE WORKING AREA

Sl. No.	Opinion	No. Of Respondents	Percentage
1	Highly Satisfied	54	45
2	Satisfied	36	30
3	Neutral	11	9.1
4	Dissatisfied	9	7.5
5	Highly Dissatisfied	10	8.3
	Total	120	100

Interpretation

According to the table,45% of the respondents says that they are highly satisfied with the safety equipments provided to them at the working area by the organization and 8% of the respondents are highly dissatisfied with the safety equipments provided at the working area by the organization.

TABLE 18: PROPER STEPS TO CONTROL ALL POLLUTION

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Yes	59	49.1
2	No	61	50.8
	Total	120	100

Interpretation

According to the table,49.1% of the respondents says that the organization take proper steps to control all pollutions and 50.8% of the respondents prefer that the organization doesn't take any steps to control all pollutions.

TABLE 19: RESOURCES TO PERFORM THE JOB

Sl. No.	Opinion	No. Of Respondents	Percentage
1	Strongly Agree	23	19.1
2	Agree	63	52.5
3	Neither agree nor Disagree	25	20.8
4	Disagree	7	5.8
5	Strongly Disagree	2	1.6
	Total	120	100

Interpretation

From the above it is clear that, 53% of them agree that they are been given enough resources to perform the job effectively and 1.6% of them strongly disagree that they are not been provided enough resources to perform the job effectively.

WELFARE

TABLE 20: SATISFACTION WITH THE UNIONS AND ASSOCIATIONS FUNCTIONING IN THE FACTORY

Sl. No.	Opinion	No. Of Respondents	Percentage
1	Highly Satisfied	27	45
2	Satisfied	39	30
3	Neutral	42	9.1
4	Dissatisfied	5	7.5
5	Highly Dissatisfied	7	8.3
	Total	120	100

Interpretation

According to the table,45% of the respondents says that they are highly satisfied with the safety equipments provided to them at the working area by the organization and 8% of the respondents are highly dissatisfied with the safety equipments provided at the working area by the organization.

TABLE 21: FEELING OF SAFETY THROUGH THE EMPLOYEE'S WELFARE ACTIVITIES AND IMPROVES PERFORMANCE

Sl. No.	Opinion	No. Of Respondents	Percentage
1	Very Often	37	30.8
2	Often	26	21.6
3	Sometimes	42	35
4	Rarely	15	12.5
5	Never	0	0
	Total	120	100

Interpretation

According to the table, 35% of the respondents says that sometimes they feel safety through the employee's welfare activities and their performance is been improved and 13% of the respondents say that rarely they feel safety through the employee's welfare activities.

TABLE 22: PERIODICAL HEALTH CHECK-UP BY THE ORGANIZATION

Sl. No.	Opinion	No. Of Respondents	Percentage
1	Quaterly	0	0
2	Half-Yearly	29	24.1
3	Yearly	33	27.5
4	5 Years once	34	28.3
5	Never	24	20
	Total	120	100

Interpretation

From theabove table it is clear that above 28.3% says that periodical health check-up are been carried out by the organization on 5 years once and there is no periodical health check-up carried by the organization on quarterly basis.

TABLE 23: SATISFACTION WITH THE WELFARE ACTIVITIES OF THE ORGANIZATION

Sl. No.	Opinion	No. Of Respondents	Percentage
1	Highly Satisfied	53	44.1
2	Satisfied	33	27.5
3	Neutral	26	21.6
4	Dissatisfied	8	6.6
5	Highly Dissatisfied	0	0
	Total	120	100

Interpretation

According to the table, 44% of the respondents says that they are satisfied with the overall welfare activities of the organization and 7% of the respondents are dissatisfied with the overall welfare activities of the organization.

GRIEVANCE REDRESSAL SYSTEM

TABLE 24: GRIEVANCE REDRESSAL PROCEDURE IN THE ORGANIZATION

Sl.No.	Opinion	No. Of Respondents	Percentage
1	Yes	78	65
2	No	42	35
	Total	120	100

Interpretation

According to the table, 65% of the respondents says that there is a grievance redressal procedure followed in the organization and 35% of the respondents says that there is no grievance redressal procedure followed in the organization.

TABLE 25: GRIEVANCE BEEN SETTLED IN A TIME FRAME

Sl. No.	Opinion	No. Of Respondents	Percentage
1	Very Often	36	30
2	Often	43	35.8
3	Sometimes	26	21.6
4	Rarely	12	10
5	Never	3	2.5
	Total	120	100

Interpretation

According to the table, 36% of the respondents says that often their grievance is been settled in a time frame and 3% of the respondents feel that their grievance is not been settled in a time frame.

TABLE 26: SATISFACTION WITH THE GRIEVANCE SYSTEM

Sl. No.	Opinion	No. Of Respondents	Percentage
1	Highly Satisfied	48	40
2	Satisfied	35	29.1
3	Neutral	12	10
4	Dissatisfied	13	10.8
5	Highly Dissatisfied	12	10
	Total	120	100

Interpretation

According to the table, 40% of the respondents says that they are highly satisfied with the grievance system in the organization and 10% of the respondents are highly dissatisfied with the grievance system.

SUGGESTIONS AND RECOMMENDATIONS

1. Management could conduct some awareness programme on Grievance handling procedure through which Grievance handling may be given more considerations.
2. To avoid the accidents in the working area proper uniform with shoes could provide a safety environment.
3. Management could conduct some brainstorming session through which workers must be allowed to make on the job decision making, so that they will be performing the job in much interesting way.
4. A well planned training and development activities is essentially needed through which the employees might perform better in their job.
5. Since the employees are handling with heavy machines organization should ensure the safety and cleanliness of the working environment. They may strictly follow 5S framework if possible, so as to achieve/ensure a well organized environment.
6. Management could conduct a General awareness programme on pollution through which an awareness can be created among the employees which will help to safeguard the employees.
7. The management could conduct a potential appraisal for the employees and could make use of the ability, skills and knowledge of the employees.

CONCLUSION

The study is an attempt to know the working environment in the organization and to increase productivity. From the study it is identified that the overall perception of the employees regarding the working environment is positive.

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