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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	PERCEPTIONS OF EXECUTIVE LEVEL EMPLOYEES TOWARDS HRM PRACTICES IN SELECTED PRIVATE SECTOR BANKS IN PUNJAB <i>SANJEEV, DR. N S BHALLA, DR. T S SIDHU & SHRUTI</i>	1
2.	WOMEN PREFERENCE AS A JEWELLERY BUYER: IMPACT OF CELEBRITY ENDORSEMENT <i>SHAMILY JAGGI & DR. SANJAY KUMAR BAHL</i>	9
3.	LIQUIDITY AND PROFITABILITY ANALYSIS OF SELECTED STEEL COMPANIES <i>DR. M. K. JAIN, DR. VIKAS GARG & SHIVRANJAN</i>	14
4.	A STUDY ON IMPRESSION OF STRESS AND SURVIVING STRATEGIES AMONG THE BANK EMPLOYEES IN TIRUNELVELI DISTRICT <i>DR. N. KAMALA & A. ARUNA DEVI</i>	21
5.	A STUDY OF INTERNET USERS' ATTITUDE AND PERCEPTION TOWARDS ONLINE SHOPPING <i>PARVEEN KUMAR GARG & DR. AMANDEEP SINGH</i>	24
6.	DEFECT ANALYSIS AND PRECLUSION USING QUALITY TOOLS: A CASE STUDY OF ABC COMPANY <i>DR. SHIKHA GUPTA, DR. K. K. GARG & RADHA YADAV</i>	30
7.	ECONOMIC EMPOWERMENT OF BODO WOMEN THROUGH SELF-HELP GROUPS IN ASSAM <i>MAINAO BRAHMA & DR. K. DEVAN</i>	37
8.	CONSUMER MOTIVES AND INFLUENCING FACTORS IN LIFE INSURANCE BUYING DECISIONS: A STUDY IN PUNJAB AND CHANDIGARH REGION <i>NEHA SHRIVASTAVA & DR. RAMINDER PAL SINGH</i>	41
9.	ROLE OF SOCIAL MEDIA IN CRISIS COMMUNICATION IN THE BUSINESS CONTEXT: A STUDY WITH INDIAN EXAMPLES <i>CATHERINE MARY MATHEW</i>	50
10.	FINANCIAL PERFORMANCE OF INSURANCE INDUSTRY IN ETHIOPIA <i>DEMIS H GEBREAL, DR. SUJATHA SELVARAJ & DANIEL TOLOSA</i>	53
11.	NATURE, MAGNITUDE AND DETERMINANTS OF INDEBTEDNESS AMONG WOMEN LABOUR BENEFICIARY HOUSEHOLDS IN PUNJAB: AN EMPIRICAL ANALYSIS OF MGNREGS <i>DR. SARBJEET SINGH, DR. RAVITA & TANLEEN KAUR</i>	59
12.	IMPACT OF GOVERNMENT POLICIES ON ENTREPRENEURSHIP IN MICRO SMALL AND MEDIUM ENTERPRISES IN INDIA <i>BISHWAJEET PRAKASH & DR. JAINENDRA KUMAR VERMA</i>	66
13.	A STUDY OF EMPLOYEE PERCEPTION ON ORGANIZATIONAL CLIMATE AT B.E.L., KOTDWARA <i>DR. SANTOSH KUMAR GUPTA & ANSHIKA BANSAL</i>	70
14.	A STUDY OF CORPORATE SOCIAL RESPONSIBILITY PRACTICES IN MAHARATNA PUBLIC SECTOR ENTERPRISES OF INDIA <i>DR. MOHD TAQI & DR. MOHD AJMAL</i>	76
15.	AN EMPIRICAL ANALYSIS OF ARBITRAGE OPPORTUNITIES IN NSE NIFTY FUTURES <i>DR. SOHELI GHOSE & ROMIT ABHICHANDANI</i>	85
16.	AN EMPIRICAL STUDY OF DEMONETIZATION IMPACT ON RURAL PUBLIC <i>DR. D.CH. APPA RAO & DR. CH. BRAHMAIAH</i>	94
17.	EMOTIONAL INTELLIGENCE AS AN EDUCATIONAL STRATEGY FOR ENHANCEMENT OF EMPLOYABILITY <i>AFIFA IBRAHIM & MUBASHIR MAJID BABA</i>	97
18.	DEMONETIZATION & ITS IMPACT ON INDIAN ECONOMY <i>PRIYANKA SHRIVAS</i>	102
19.	IMPACT OF DEMONETIZATION ON ENTREPRENEURSHIP <i>AMANPREET</i>	104
20.	MEETING ISSUES AND CHALLENGES OF TALENT MANAGEMENT THROUGH SELECT HUMAN RESOURCE PRACTICES IN SELECT IT COMPANIES OF PUNJAB <i>JITESH KUMAR PANDEY</i>	107
	REQUEST FOR FEEDBACK & DISCLAIMER	116

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A STUDY OF EMPLOYEE PERCEPTION ON ORGANIZATIONAL CLIMATE AT B.E.L., KOTDWARA

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ABSTRACT

The objective of this Project is to demonstrate the relation between organization's culture & Employees performance. After study and analysis of wide literature, it is reasoned out that organizational culture has deep impact on the variety of organizational process and employee's performance. This also describes the different dimensions of the culture which have impact on organizational performance. Research shows that if employee is committed and having the same norms and value as per organizations have, can increase the performance toward achieving the overall organization goals.

KEYWORDS

organizational climate, employees perception, organizational culture.

1. INTRODUCTION**EMPLOYEES PERCEPTION ON ORGANIZATIONAL CLIMATE**

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 climate is comprised of mixture of norms, values, expectations, policies and procedures that influence work motivation, commitment and ultimately, individual and work unit performance. Positive climate encourages, while negative climates inhibits discretionary effort. 'Organizational climate' refers to the quality of working environment. If people feel that they are valued and respected within the organization, they are more likely to contribute positively to the achievements of the business outcomes.

Creating a healthy organizational climate requires attention to the factors which influence employee's perceptions, including the quality of leadership, the way in which decisions are made and whether the efforts of employees are recognized. In fact "Climate may be thought of as the perceptions of the characteristics of an organization".

Climate for an organization is somewhat like the personality for a person. Just as every individual has a personality that makes each person unique, each organization has an organizational climate that clearly distinguishes its personality from other organization. Every organization is different and has a unique feeling and character beyond its structural characteristics. Thus every organization deals with its member in a distinct way through its policies on allocations of resources, communication pattern, reward and penalty, leadership and decision making style, etc.

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

CLIMATE AND CULTURE**PICTURE 1**

In today's competitive business environment, organizations are always looking for ways to gain an advantage over their competitors. Successful organizations realize the value of creating a work environment (or climate) that is pleasant, and motivates employees to be committed and effective performers. Research has identified various aspects of an organization's work climate that, if positive, can help retain employees, reduce turnover, and enhance job performance and satisfaction. The Corporate Climate Survey examines employee opinions about the quality of their organization's work climate and can be used to identify opportunities for workplace improvements. The following is a brief description of the work climate dimensions measured by the survey. Our consultants are always working to add new dimensions based on our own research.

ROLE-CLARITY: Employees clearly understand their job duties and their role within the organization.

EMPLOYEE/MANAGEMENT RELATIONS: Employee relationships with management are based on trust, cooperation, open communication, and employees believe management is effective.

RESPECT: Employees value and feel values by their co-workers and the organization.

COMMUNICATION: Important information is communicated effectively, and employees believe they have a voice in the organization.

PERFORMANCE/REWARD SYSTEMS: Employees performance is fairly evaluated, and they are adequately rewarded for their contributions.

CAREER DEVELOPMENT: Employees are provided with adequate training/development opportunities to improve their professional skills.

DECISION-MAKING/COORDINATION: Decision-making, delegation, and coordination are effective.

INNOVATION: Work methods are innovative and employees are encouraged to be creative and express new ideas.

RELATIONSHIPS: Employee and customer needs are valued by the organization.

TEAMWORK/SUPPORT: Employees are encouraged to be team players and are provided the support needed to perform effectively.

QUALITY OF SERVICE: Employees are proud of the quality of service provided by their work team and the organization.

CONFLICT MANAGEMENT: Conflicts are handled openly and fairly and innovative ways of preventing conflicts are used throughout the organization.

MORALE: Employees are motivated to perform well and morale is high.

DIRECTION/STRATEGY: Employees understand the direction the organization is headed and the organization's vision and goals.

IMPACT OF ORGANIZATIONAL CLIMATE

Organizational climate has a major influence on human performance through its impact on individual motivation and job satisfaction. It does this by carrying certain kinds of expectancies about what consequences will follow from different actions. Individuals in the organization have certain expectations and fulfillment of these expectations depend upon their perception as to how the organizational climate suits to the satisfaction of their needs. Thus organizational climate provides a type of work environment in which individuals feels satisfied or dissatisfied. Since satisfaction of individual goes a long way in determining his efficiency, organizational climate can be said to be directly related with his performance in the organization.

AFFECTS MOTIVATION, PRODUCTIVITY AND JOB SATISFACTION

Organizational climate can have a major influence on motivation, productivity and job satisfaction. Climate determines the action and it creates few expectations as to consequences. Employees expect certain rewards, penalties, satisfaction or frustrations based on the organizational climate and their expectations tend to lead to motivation as said in expectancy theory.

DIMENSIONS OF ORGANIZATIONAL CLIMATE

Organizational climate has used data relating to individual perception of organizational properties in identifying organizational climate. Denison (1996) argues that developing a universal set of dimensions was often the central issue of the climate researchers so that comparative studies could be made possible in different organizational settings. He compared this approach to that of the culture research that used a post-modern perspective which examined the qualitative aspects of individual social contexts where each culture that was seen as unique and was not expected to have general stable qualities which had become central to the climate research.

Jones and James (1979) argued that one of the assumptions of the climate literature is that a relatively limited number of dimensions could characterize a wide cross-section of social settings. Jones and James labeled their factors as follows:

'Conflict and ambiguity', which 'reflected perceived conflict in organizational goals and objectives, combined with ambiguity of organizational structure and roles, a lack of interdepartmental cooperation, and poor communication from management.

Also included were poor planning, inefficient job design, a lack of awareness of employee needs and problems, and a lack of fairness and objectivity in the rewards process.'

Job challenge, importance and variety which 'reflected a job perceived as challenging, which involve a variety of duties, including dealing with other people. The job was seen as providing autonomy and feedback, and demanding high standards of quality and performance.'

Leader facilitation and support which 'reflected perceived leader behaviors such as the extent to which the leader was seen as helping to accomplish work goals by means of scheduling activities, planning, etc., as well as the extent to which he was perceived as facilitating interpersonal relationships and providing personal support.'

Workgroup cooperation, friendliness and warmth which 'generally described relationships among group members and their pride in the workgroup.'

Professional and organizational esprit, which 'reflected perceived external image and desirable growth potential offered by the job. Also included were perceptions of an open atmosphere to express one's feelings and thoughts, confidence in the leader, and consistently applied organizational policies, combined with no conflicting roles expectations and reduced job pressure.'

Job standards which 'reflected the degree to which the job was seems as having rigid standards of quality and accuracy, combined with inadequate time, manpower, training and resources to complete the task.

COMPANY PROFILE

Bharat Electronics Limited (BEL) was set up at Bangalore, India, by the Government of India under the Ministry of Defense in 1954 to meet the specialized electronic needs of the Indian defense services. Over the years, it has grown into a multi-product, multi-technology, multi-unit company serving the needs of customers in diverse fields in India and abroad. BEL is among an elite group of public sector undertakings which have been conferred the Navratna status by the Government of India.

The growth and diversification of BEL over the years mirrors the advances in the electronics technology, with which BEL has kept pace. Starting with the manufacture of a few communication equipment in 1956, BEL went on to produce Receiving Valves in 1961, Germanium Semiconductors in 1962 and Radio Transmitters for AIR in 1964.

In 1966, BEL set up a Radar manufacturing facility for the Army and in-house R&D, which has been nurtured over the years. Manufacture of Transmitting Tubes, Silicon Devices and Integrated Circuits started in 1967. The PCB manufacturing facility was established in 1968.

In 1970, manufacture of Black & White TV Picture Tube, X-ray Tube and Microwave Tubes started. The following year, facilities for manufacture of Integrated Circuits and Hybrid Micro Circuits were set up. 1972 saw BEL manufacturing TV Transmitters for Doordarshan. The following year, manufacture of Frigate Radars for the Navy began.

Under the government's policy of decentralization and due to strategic reasons, BEL ventured to set up new Units at various places. The second Unit of BEL was set up at Ghaziabad in 1974 to manufacture Radars and Tropo communication equipment for the Indian Air Force. The third Unit was established at Pune in 1979 to manufacture Image Converter and Image Intensifier Tubes.

In 1980, BEL's first overseas office was set up at New York for procurement of components and materials.

In 1981, a manufacturing facility for Magnesium Manganese Dioxide batteries was set up at the Pune Unit. The Space Electronic Division was set up at Bangalore to support the satellite programme in 1982. The same year saw BEL achieve a turnover of Rs.100 crores.

In 1983, an ailing Andhra Scientific Company (ASCO) was taken over by BEL as the fourth manufacturing Unit at Machilipatnam. In 1985, the fifth Unit was set up in Chennai for supply of Tank Electronics, with proximity to HVF, Avadi. The sixth Unit was set up at Panchkula the same year to manufacture Military Communication equipment. 1985 also saw BEL manufacturing on a large scale Low Power TV Transmitters and TVROs for the expansion of Doordarshan's coverage.

1986 witnessed the setting up of the seventh Unit at Kotdwara to manufacture Switching Equipment, the eighth Unit to manufacture TV Glass Shell at Taloja (Navi Mumbai) and the ninth Unit at Hyderabad to manufacture Electronic Warfare Equipment.

In 1987, a separate Naval Equipment Division was set up at Bangalore to give greater focus to Naval projects. The first Central Research Laboratory was established at Bangalore in 1988 to focus on futuristic R&D.

1989 saw the manufacture of Telecom Switching and Transmission Systems as also the setting up of the Mass Manufacturing Facility in Bangalore and the manufacture of the first batch of 75,000 Electronic Voting Machines.

BEL has more than 360 products in its range from small components costing a rupee to huge equipment costing about Rs. 60cr. Starting with a single Unit at Bangalore, BEL now has nine Units spread across the country. Nearly 80-85% of the company's annual sales turnover accrues from products sold to Defense Services and the balance from Civilian customers.

The company's dividend payment has been continuously increasing and the company paid a dividend of 170% for the year 2007-08. BEL became a Mini Ratna Category I company in February 2002.

Subsequently BEL has been got Navratna status in June 2007.

UNITS OF B.E.L. AND THEIR PRODUCTS

BANGALORE

Communication equipments – HF/VHF Man pack, Mobile & static Trans-receiver/Transmitters.

GHAZIABAD

Antenna for primary & secondary radars.

PUNE

Static 7 Rotating Anode x-ray cables, Magnesium Manganese Dioxide Battery packs.

MACHILIPATNAM

Passive night vision devices- Goggles, Binoculars, Periscopes.

KOTDWARA

ULSB, BEST, SMART, HART.

PANCHKULA

VHF/UHF Ground to ground to air communication equipment.

NAVI MUMBAI

Hydraulics for T- 72 Tank stabilizers, Shelters for Electronic equipment.

CHENNAI

Gun control & Drive System for Armored Fighting Vehicles.

HYDERABAD

Electronic warfare equipment.

OBJECTIVES OF BEL-KOTDWARA

1. To be a customer focused company providing state-of-the-art products & solutions at competitive price, meeting the demands of quality, delivery & services.
2. To constantly benchmark company's performance with best-in-class internationally.
3. To generate internal resources for providing growth. To attain technological leadership in defense electronics through in-house R&D, partnership with defense/research laboratories & academic institutions.
4. To give thrust to exports. To create a facilitating environment for people to realize their full potential through continuous learning & team work.
5. To give value for money to customers & create wealth for shareholders.
6. To raise marketing abilities to global standards.
7. To strive for self-reliance through indigenization.

TESTING FACILITIES

Research and Development is a key focus activity at BEL. Research & Development started in 1963 at BEL and has been contributing steadily to the growth of BEL's business and self-reliance in the field of defense electronics and other chosen areas of professional electronics.

BEL's R&D Policy is to enhance the company's pre-eminence in defense electronics and other chosen fields and products through Research & Development. Major R&D objectives of BEL is development of new products built with cutting-edge technology modules to meet customer requirements ensuring that the developed products are state-of-the-art, competitive and of the highest quality.

VARIOUS INNOVATIVE METHODOLOGIES TO IMPROVE EMPLOYEE'S RESPONSE

Unit has taken several initiatives for introducing innovative methodologies to improve organizational response, customer satisfaction, enhancing productivity and morale of the employees in continuous improvement activities.

INNOVATIVE METHODOLOGIES FOR HR MANAGEMENT

Performance Management System

Cross Functional team

Job Rotation

Self inspectors

Excellence awards

QC circles

A four tier need identification system is institutionalized in the unit. Based on assessment manpower planning is done. Training records of all employees are maintained in computer database. Employees are sent for training to premier training institutes like XLRI, Administrative Staff College, Management Training Centre, M.D.I. etc.

MAINTENANCE PRACTICE AND MANAGEMENT SYSTEM

The security department ensures the security of assets. The entire plant is insured for fire, theft, floods and earthquake and plan covers buildings, machines, test and office equipment, raw materials, and components etc.

Fire hydrants and extinguishers are located at vantage points. These are regularly tested for readiness of use as per plan devised by the fire safety department. The entire perimeter of the factory and strategic locations is monitored 24*7 by CCTV cameras. The surveillance data is recorded and archive is maintained for future reference.

A contingency plan for disaster management, called Civil Defense Plan, is in place and mock drill conducted from time to time, to ensure the effectiveness of the plan. To gauge the overall security system for all units, security audit is done by the team constituted by corporate office.

The audit team examines e-security, information security, document control security, fire security besides physical security and recommends the necessary changes if required.

A safety committee in vogue since 1987 monitors the occupational health and safety of the employees working in hazardous areas. The employees working in hazardous areas undergo regular medical checkups to monitor their health. Personal Protective Equipments (PPE) is issued to employees for use. To increase the awareness on safety, safety week is celebrated every year.

The unit has evolved a strategy to reduced and reuse waste. The waste is recycled and treated and recycled waste is dumped in deep pits. An oxidation pond situated in the outer periphery is used for treatment of liquid waste, before being discharged into the public drainage system.

The environmental monitoring is done by M/S Pollution Control Research Institute, Haridwar to ensure the compliance of norms related with pollution. The conservation of resources like water, electricity paper etc is given paramount importance. The preservation of fauna and flora in and around the factory premises is one of the major roles of the horticulture department. All efforts are put to ensure that the factory has a green cover round the year with delightful combinations of flowers and plant.

The requirement of material for manufacturing is generated through SAP using Sales order and running of MRP. The MRP system takes the entire pipeline and available stock into account before generating the net requirement of components. The ordering of material is also done through SAP system. The ordering and

stock history of other units of BEL is also available in SAP, which helps the purchase executives to finalize outsourcing. ABC analysis of inventory helps in the control of high value 'A' class items.

The following action plan is in place to achieve optimum inventory holdings.

- The requirement of project inventory is controlled and stored sale order wise in the concerned store.
- This helps in segregation of inventory category-wise and product wise and the documentation is controlled through SAP transactions.
- Targets are set each year in terms of value and in no. of days of production

HUMAN RESOURCE DEPARTMENT

WORK CULTURE IN B.E.L., KOTDWARA

BEL KOT believes that performing work culture can be nurtured by being a learning organization. Series education, training, self development and career development program are done for Human Resources Development.

Various activities done in BEL to promote continuous learning are:

- Individual learning,
- Internal/ External Training,
- work experience,
- on the job training,
- job Rotation,
- team learning,
- Improvement projects,
- Task force for specific task,
- Seminars/Conference,

ORGANISATION'S STRATEGY

BEL-KOT has always placed great emphasis on Human Resource Development and Management. The major HRD objectives BEL-KOT are:

- To create an organisational culture which encourages employees to realise their full potential through continuous learning on the job and through other HRD initiatives
- To ensure that all people get equal opportunity to learn, grow and contribute. There is no distinction in remuneration or in allotment of jobs based on gender. In conformity with these objectives, the unit has established its own Human Resource Development Centre, which is instrumental in providing every employee with an opportunity to reflect on a job, seek and to obtain guidance and to improve his performance.

Our manpower norms and selection policies ensure that company inducts people with right sort of technological skills, who fit into the organizational culture.

Learning opportunities are provided at induction, as well as on the job, to acquire and update knowledge and skills. They are in the form of in-house programs, on the job \trainings, external courses, conferences, seminars and opportunities of higher studies.

USING SURVEYS TO IMPROVE HR POLICIES, STRATEGIES AND PLANS

To understand employee's perception, feedback is obtained through ESS, exit interview, various committees and other participative forums. Based on the learning from these surveys, survey methodologies were modified including launching of OCS, quarterly communication surveys were conducted. Various action plans were undertaken based on survey feedback. To assess the effectiveness of these action plan organizational climate survey(O.C.S.) was conducted across the BEL.

The results drawn out of this survey has been analyzed and further action plans are being initiated, as part of continual improvement process.

PEOPLE KNOWLEDGE AND CAPABILITIES ARE DEVELOPED.

BEL-KOT believes that performing work culture can be nurtured by being a learning organization. Continuous education, training, self development and career development are the essential requirements of Human Resource Development.

Employee's inherent talents are recognized by way of conducting cultural and sports events and other competitions. Employees are encouraged to pursue higher educations and are suitably rewarded after acquiring such qualifications.

BEL has nominated nineteen executives of kotdwara unit for PMP certification program from Project Management Institute. Excellent Employee Award scheme was introduced in the year 2002-03 for executives and non-executives. Employee's recognition /awards are published in GIRI SANDESH (quarterly), Monthly News Letter and Corporate house journal ELECTRONICA(quarterly).

BEL-KOT creates a healthy environment at work place. All electronic assembly and testing area as well as office are Air-conditioned and well illuminated. In order to ensure industrial peace and harmony, unit has signed a memorandum of settlement with existing unions, whereby the methodology had been agreed upon to identify the Negotiating Trade Union for a period of two year. The Negotiating Trade Union is identified through secret ballot.

PERFORMANCE APPRAISAL

Performances appraisal is an affective instrument for helping people and develop in organizational setting. A good appraisal system should primarily focus on employee development and at the same time, provide a significant input for salary and reward management.

MAIN COMPONENTS

- KRA'S
- Setting of goals or objectives under each KRA.
- Identification of behavioral dimensions that is critical for a managerial effectiveness.
- Analysis of performances on a rating scale by identifying facilitating and inhibiting factors.
- A format performances review and discussion at convenient and facilitative period between the employees and his reporting officers.
- Identification of development needs and development of action plan for future.

2. REVIEW OF LITERATURE

Climate, in contrast, concerns the meaning employees attach to the tangible policies, practices, and procedures they experience in their work situation (Schneider et al., 2013)

The study conducted Kuenzi & Schminke, (2009) is one of the study that deal with Organizational climate and organizational culture are closely related, but are certainly not the same. Both deal with how individuals try to make sense of their environments, and are learned through interaction among persons belonging to a certain group.

The study conducted by Macey and Schneider (2008) is one of the study that propose that high states of employee engagement lead to discretionary effort of employees. Discretionary effort on its turn will lead to better organizational performance

3. OBJECTIVES OF THE PAPER

The present study seeks to achieve the following objectives:

1. To study the organizational climate in B.E.L., KOTDWARA
2. To evaluate the effectiveness of organizational climate in regard to the perception of employees of B.E.L.- KOTDWARA UNIT.
3. To study the factors influencing organizational climate.
4. To study the organizational climate using seven dimensions: compensation, job training, career development, benefits, organizational pride, recognition, creativity and job satisfaction.

4. RESEARCH METHODOLOGY

4.1 SOURCES OF DATA

This research paper is an attempt of descriptive research based on Primary data and secondary data. Primary data was collected through well designed questionnaires and Secondary data was collected from various website, journals, magazines which focused on various aspects of employee perception on organizational climate.

4.2 UNIVERSE OF THE STUDY

For the purpose of the study, the universe consists of all the employees of BEL Kotdwara District Pauri Garhwal (Uttarakhand).

4.3 SAMPLE SIZE

A total of 150 questionnaires were collected.

4.4 STATISTICAL TOOL USED

Simple statistical tool was used to analyze the collected data.

5. ANALYSIS OF DATA AND RESULTS

As mentioned above, the study is based on a sample of 150 BEL Employees of Kotdwara.

DEMOGRAPHIC CHARACTERISTICS OF SAMPLE CUSTOMERS (N=150)

TABLE 1

S. No.	Demographics	HR (37)	Finance (84)	Others (29)	Total
1.	Gender				
	Male	23(15.33)	31(20.67)	12(08.00)	66(44.00)
	Female:	14(09.33)	53(35.33)	17(11.33)	84(56.00)
2.	Age Group				
	20_30	11(07.33)	25(18.00)	07(04.67)	43(28.67)
	30 – 40	15(10.00)	40(12.67)	11(07.33)	66(44.00)
	40 – 50	07(04.67)	14(09.33)	03(02.00)	24(16.00)
	More than 50	04(02.67)	05(03.33)	08(05.33)	17(11.33)
3.	Income Group				
	Less than Rs. 35000	06(04.00)	09(06.00)	11(07.33)	26(17.33)
	Rs. 35,000 – Rs. 50,000	09(06.00)	13(08.67)	03(02.00)	25(16.67)
	Rs 50,000 – Rs. 70,000	19(12.67)	57(38.00)	08(05.33)	84(56.00)
	More than Rs. 50,000	03(02.00)	05(03.33)	07(04.67)	15(10.00)
4.	Education				
	ICWAI	02(01.33)	05(03.33)	03(02.00)	10(06.67)
	Btech	06(04.00)	16(10.67)	06(04.00)	28(18.67)
	MBA	17(11.33)	34(22.67)	08(05.33)	59(39.33)
	Others	12(08.00)	29(19.33)	12(08.00)	53(35.33)

Source: Field Survey

It is revealed from the Demographics that (56.00%) of the respondents is female and (44.00%) are male. Most of the employees belong to the Income group between Rs 50,000 – Rs. 70,000 (56.00%). Most of the employees are MBA (59.00%).

TABLE NO. 1: DISTRIBUTION OF CUSTOMERS ACCORDING TO THEIR INDIVIDUAL PERCEPTION

S. No.	Attributes	SDA	DA	NAND	A	SA
A1	Employees and customer needs are valued by the organization	14 (9.33)	23 (15.33)	38 (25.33)	22 (14.67)	53 (35.33)
A2	Employees proud of the quality of service provided by their team work.	09 (6)	11 (7.33)	27 (18)	47 (31.33)	56 (37.34)
A3	Superior inspires their subordinates to perform their task efficiently	12 (8)	16 (10.67)	21 (14)	42 (28)	59 (39.33)
A4	This division pays attention on creativity.	03 (2)	09 (6)	17 (11.33)	65 (43.33)	56 (37.34)
A5	Adequate working conditions are provided to the employees.	06 (4)	13 (8.67)	38 (25.33)	13 32 (21.33)	61 (40.67)
A6	This division of B.E.L. is providing medical facilities to all employees.	07 (4.67)	10 (6.67)	26 (17.33)	57 (38)	50 (33.33)
A7	Proper training and development are provided to all employees in this division of B.E.L.	10 (6.67)	13 (8.67)	19 (12.67)	25 (16.66)	83 (55.33)
A8	There is a high degree of collaborative culture in this division of B.E.L.	05 (3.33)	02 (6.8)	20 (7.6)	32 (42)	91 (41.2)
A9	Industrial relation issues are handled properly in this division.	26 (17.33)	11 (7.34)	32 (21.33)	37 (24.67)	44 (29.33)
A10	In this organization employees are properly compensated without any discrimination.	12 (8)	02 (1.33)	07 (4.67)	76 (50.67)	53 (35.33)
A11	People working in this organization are updated with latest technology.	06 (4)	20 (13.33)	29 (19.33)	54 (36)	41 (27.33)

* SDA: Strongly Disagree, DA: Disagree, NAND: Neither Agree nor disagree, A: Agree, SA: Strongly Agree

6. FINDINGS

The study observed that, most of the employees are satisfied with Organizational Climate. The distribution of employees according to their perception with respect to different attributes/statements is (table-1):

1. Most of the people strongly agree with the statement that the employee needs are valued by the organization.
2. After that when questions were asked from the employees regarding their team work then my study found that more than half employees believe that their team work leads job quality in their service.
3. The study indicates that the employee’s complaint is not paid attention by this division of B.E.L.
4. Most of the employees are with this statement that proper refreshment is provided to the employees in this division.

5. There are few chances of growth and development in this division of B.E.L.
6. People working in this organization are updated with latest technology.
7. Employees are in the majority that this division pays attention on the welfare and loyalty of employees.
8. More than half of the employees believe that in this organization employees are properly compensated without any discrimination.
9. Industrial relation issues are handled properly in this division.
10. Most of the employee's precept that there is a high degree of collaborative culture in this unit.

7. SUGGESTIONS

Maximum utilization of manpower through effective participation is crying need of the hour. There is however some drawbacks still left. These drawbacks & measure for their removal are:

1. The joint conductive forum must be institutional used in the organization on the compulsion basis, which encourage workers to be involved in the process of decision-making.
2. Objectives set for the organization must be clear to employees.
3. Executives should be made clear of the impact of organization's culture.
4. Education and training should be imparted to make a significant contribution to the good climate.
5. The superiors should consider their subordinates as matured people who know the best practices in their field and work area, so liberty should be given to them in decision making and necessary support should be provided to them when they need it.

8. CONCLUSIONS

Organizations can become more productive, plus serve as a basis for quality improvements. By identifying areas of inefficiency and acting on performance barriers identified by employees of all levels, an organization gains a fresh and different perspective. Survey analysis identifies areas of employee satisfaction and dissatisfaction to facilitate management in the creation of greater workplace harmony and, therefore, increased productivity

9. LIMITATION OF THE STUDY

1. The assignment being very challenging and of exhaustive nature requires appreciable time to carry out survey and compile recommendations. The time being limited which has restricted me to go in more detailed work.
2. Respondents were having a very busy schedule, due to which frequent visit were required.
3. The effort has been made to distribute the questionnaire in proportion to the executive in different business groups and departments to have a true representation of all business groups and departments, the responses received are not in similar proportion, due to some questionnaire not being returned.
4. While doing the survey many people try to avoid filling the questionnaire, which creates difficulty in research work.

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