PROFILE OF THE SELECTED ORGANISATIONS AND EMPLOYEES
Culture of an organization is determined by internal and external factors such as nature, type, structure, size, age, technology, management philosophies, the value system and vision. Both top management and employees of the organization have a tremendous impact on the culture of organization. As is known, the culture of an organization is man-made and to a greater extent culture of an organization is so dynamic and complex mostly influenced and shaped by the organizational members and their demographic characteristics. Therefore, an endeavour in this chapter is made to present and discuss briefly, the profile of the selected public and private sector enterprises and selected employees.

For analysis, the chapter is divided into two sections. Section A highlights the profile of the selected enterprises while Section B discusses the demographic characteristics of the employees.

4.1 SECTION-A: PROFILE OF THE SELECTED ENTERPRISES

4.1.1. BHARAT HEAVY ELECTRICALS LIMITED (BHEL): AN OVERVIEW

In the year 1932 the Government of Mysore (presently the Government of Karnataka) established a department of undertaking called the “Government Porcelain Factory” (GPF) to cater to the requirement of insulators for its electricity department under the leadership and guidance of Sir M. Vishweshvaraiiah the dewan of Mysore
and renowned engineer. In the year 1957, in order to raise the production from 50 tones to 200 tones per month the company obtained technical collaboration with M/s. NGK Insulators Ltd., Nagoya, Japan the world leaders in this field.

In the year 1967 the Government Porcelain factory which carried on its activities as a departmental activity was converted into a public limited company known as “Mysore Porcelain Limited” (MPL) for greater financial autonomy in administration and to enable the financial participation by M/s. NGK Insulators Limited, Nagoya, Japan.

Inspite of all this, the company was not doing well. The performance in the market was very bad, which in turn resulted in huge outstanding. There was a total management deficiency and the company was sinking. It was at this stage, the Government of Karnataka mooted a proposal to hand over this unit to Bharat Heavy Electricals Limited. Accordingly, on October 4th 1976, Mysore Porcelain Limited became the subsidiary of Bharat Heavy Electricals Limited and subsequently a full fledged unit called Electroporcelain Division (EPD) of Bharat Heavy Electricals Limited with effect from 21st May 1980.

**Plant Details**

a. Location: Situated on Bangalore Tumkur Road opposite to Indian Institute of Science, P.B. No.1245, Bangalore – 560 012 ((India).

b. Area of Land: 36.9 Acres (1,57,800 sq. mts.)
Man power details of the BHEL as on 31-12-2001

<table>
<thead>
<tr>
<th>Designation</th>
<th>No. of employees</th>
<th>% to total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>114</td>
<td>9.00</td>
</tr>
<tr>
<td>Supervisors</td>
<td>110</td>
<td>8.69</td>
</tr>
<tr>
<td>Artisans</td>
<td>610</td>
<td>48.18</td>
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<tr>
<td>Supporting technical staff</td>
<td>31</td>
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<tr>
<td>Office supporting staff</td>
<td>79</td>
<td>6.45</td>
</tr>
<tr>
<td>OSW/SSW</td>
<td>279</td>
<td>22.04</td>
</tr>
<tr>
<td>Trainees</td>
<td>43</td>
<td>3.40</td>
</tr>
<tr>
<td>Total</td>
<td>1266</td>
<td>100.00</td>
</tr>
</tbody>
</table>


It is one of the 14 manufacturing divisions of Bharat Heavy Electricals Limited and one among the 4 Bangalore-based units. The other 3 units in Bangalore are the Industrial system, group electronic division and electronic system division. Today it is the oldest as well as the largest insulator manufacturing unit in the country. It manufactures the full range of porcelain insulators for use in power transmission lines, sub-station, and 25KV traction system and in electrical apparatus upto 400KV.

In addition, it also manufactures another important product called Ceralin, a highly abrasion resistant ceramic material for use in thermal power station and for various industrial applications. Apart from this there is a research division in advance ceramics. Bharat Heavy Electricals Limited (EPD) products are being manufactured as per Indian as well as international standards such as ANSI, IEC, KEMA etc.
Products of the company

1. High Tension Insulators.
2. Wear Resistant materials.
3. Industrial ceramics.
4. Hybrid Insulators.

Client Profile

Customers of Bharat Heavy Electricals Limited – EPD include Railway, State Electricity Boards, Power Utilities, Electric Equipment manufacturers etc. EPD’s products are used in major core sectors like power, steel, cement and coal. Its operations are not confined to India alone. Its insulators have been supplied to Australia, Bangladesh, UAE, Egypt, Iraq, Libya, Sri Lanka, Nepal, Mauritius, Philippines, Indonesia and Tanzania.

Bharat Heavy Electricals Limited – EPD has developed quality management system and obtained the coveted ISO 9001 certification in 1994 further renewed in 1997. Bharat Heavy Electricals Limited – EPD has 45% market share in the insulator and 95% share in Ceraline.

Competitors

Except for insulators in the lower KV rating, Bharat Heavy Electricals Limited (EPD) – is market leader in 210 KV and HVDC disc insulation’s. Bharat Heavy Electricals Limited – EPD has few small competitors in ceraline products.
Award of BHEL performance

1. BHEL is the first public sector organization to secure the best industrial relations, award for the year 1983.

2. BHEL received the national productivity award for the successive years for best performance in heavy engineering sector, transmission, distribution and power generation and equipment sector for the year 1987 to 1990.

3. For its quality performance, the unit got the ISO 9001 certificate by Bureau Vertical Quality International in 1994.

4. The capexil award for export of insulation.

5. Dr. N.C. Trehan, an environment scientist in BHEL, was awarded the “Dr. Majhad Saha Award” situated by department of Science and Technology.

6. Other awards include AITES “All India Top Exporters Shield” for o/s export performance.

7. Prime Ministers “Shramashri” award to a Co.Employee.

Figure 4.1

ORGANISATION CHART OF BHEL EPD BANGALORE

Source: Official Documents of the Company.
4.1.2. WHEEL AND AXLE PLANT (WAP): AT A GLANCE

Wheel and Axle Plant (hereafter called WAP) was set up at Yelahanka, Bangalore by the Indian Railways, in 1984 (15th September 1994) at a cost of Rs.146 crores, for producing different types of cat steel railway Wheels and Axles. The Plant has since surpassed its installed as well as rated capacity. Presently, it is manufacturing and supplying Wheel sets for Box-N wagons to wagon builders, as well as loose Wheels and Axles for replacement purposes on the Indian Railways, to maintain the large fleet of hi-tech cars (wagons) running across the length and breadth of our country.

The rated capacity of WAP was raised to 67,500 per year for Wheels and 35,250 per year for Axles by M/s. RITES with the introduction of a unique customized Incentive Scheme. With continuous increase in the fleet of Box-N Wagons on the Indian Railways, Augmentation of the capacity of Wheel Plant was sanctioned by the Railway Board in June 1993 at a cost of Rs.20.02 crores. With this augmentation, the capacity of the Plant would go up to 95,000 Wheels per annum with rate of return (ROR) as high as 44.84%.

Keeping in tune with the global trend of attitudinal changes towards Quality, WAP is committed towards implementation of Total Quality Management (TQM) which is far wider in its application and scope than merely assuring Product Quality. TQM is the comprehensive way of managing the whole organization so as to ensure not only complete customer satisfaction at every stage, both internally and externally, but also elimination of wastage of material, effort and energy. As a first step towards
TQM, WAP has developed its Quality Systems as per ISO 9002 Quality System Standards, implemented the same and obtained Quality System Certification from M/s. MVQI of London, an internationally well-known certifying body, in December 1994. With this certification, WAP became the first unit on the Indian Railways to get the ISO 9002/94 Certification.

With the experience of developing Quality System as per International Standards, WAP has been assisting other Production Units and Zonal Workshops of Indian Railways in obtaining ISO-9000 Certification. Key personnel of Golden Rock Workshops/Trichy, S&T Workshops/Podanur of Southern Railway and Diesel Locomotive Works, Varanasi have been trained in WAP developing their own Quality Systems.

**Staff Welfare**

Being a modern and enlightened employer, staff motivation is very high on the priority list of the WAP management. A well laid-out modern Colony with full civic amenities has been set-up for the Officers and the Staff of WAP. A modern Hospital with a number of Specialists back-up, a Central School financed as a Project School, a modern Stadium, a Workers' Canteen catering for food and refreshments needs of the Staff round the clock, an Institute and a Club for Staff and Officers are some of the major staff amenities provided as a part of the Project itself.

A Staff Council consisting of members elected from different sections of Staff from the level of Unskilled Grade to the highest Supervisor level is effectively and successfully functioning in WAP.
Computer Hardware Environment

Keeping in tune with the latest trends in Modern Management philosophy, WAP realized the need for a powerful ON LINE INFORMATION SYSTEM for effective management control and ensuring optimal utilisation of the resources. In order to fulfill this imperative need, in June 1993, WAP embarked upon establishing campus-wide LOCAL AREA NETWORK (LAN).

Computer Software Environment

In WAP, a fully On Line Integrated Production Management System (IPMS) has been developed using LAN version of FOXPRO, covering the following major modules:

1. Manufacturing Management System.
3. Personnel Management Information System including Personnel Payment System.
5. Maintenance and Service Support System.

The Local Area Network system uses NOVELL 3.11 as Networking Operating System.
Computerised Card Attendance System

2 LAN nodes have been provided in Time Office in the Shop which can ALSO ACT AS STAND ALOND P.C. NODE. A computerized system has been designed and developed in FOXPRO for processing of daily punching of gate attendance in the shop. The system calculates the attendance hours for payment of incentive and NDA by collecting the actual punching made by the Staff. The attendance is directly transmitted on LAN cable for pay roll generation.

Internet facility

Since February 1996, MIS Centre/WAP has installed the Internet facility via VSNL. With this, it is possible to get connected to a large number of hosts sites on World Wide Web and to different hardware platforms all round the world and share and exchange information electronically. It has got an added advantage of sending or receiving Electronic Mail (E-Mail).

Quality Control – Now a ‘Way of Life’ in WAP

Keeping pace with the global theme of ‘attitudinal change’ towards Quality, WAP organization has now committed itself to implementation of “Total Quality Management” (TQM), which is its next Corporate Goal. After having achieved ISO 9002 and AAR accreditation Certification in the last two years, WAP has now spelt out its Vision and Mission towards becoming a ‘world-class’ manufacturer of Cast Steel Railway Wheels, Forged Steel Railway Axles and assembled BOX-‘N’ Railway wagon wheel sets. With this vision in sight and mind, customer-focus has come to the forefront for this organization, with full attention focused on to the External as well as
Internal Customers. With this background, WAP is going ahead in full swing with extensive Training of its Officers, Supervisors and Staff on Topics and Subjects of relevance e.g. Personality Development, Attitudinal Change, 5-S House Keeping, Cost of Quality, etc. Following are some of the highlights.

a. WAP developed Quality Systems conforming to the well-known ISO 9002 Quality System Standards, implemented it and obtained the Quality System certification from M/s. BVQI – an internationally recognized, certifying body, in December 1994. With this certification, WAP became the first unit on the Indian Railways to obtain this distinction.

b. In October 1995, WAP went further ahead and obtained the certificate from the Association of American Rail-roads (AAR) – qualifying it to Export of Wheels and axles to USA, and other foreign countries.

c. One of the main pillars of the TQM Culture is ‘KAIZEN’ i.e. “Continuous Improvement”. As an important part of this, a “Suggestion Scheme” has been launched in this plant in February 1996, which has taken off well.

d. WAP has also taken a decision to develop and implement its environment management system as per ISO 14000 standards obtaining certification by December 1997/January 1998. Accordingly creating awareness to the concerned personal with regard to ISO 14000 standards and development of manuals as the requirement are under process.

e. Implementation of TQM Culture requires considerable inputs a major part of it in the form of wise coverage training of Staff and Supervisors. WAP has
already made a dynamic move in this direction. Several Training Programs on relevant, useful and interesting topics have already been conducted in WAP, such as the following

i. TQM Awareness.
ii. Cost of Quality.
iii. Statistical Quality Control Techniques.
iv. Customer Focus and Quality.
v. Personality Development.
vi. '5-S' – House Keeping.

Vision and Mission statements for this organization have already been finalized, and Strategies (Tactical Action Plans), in relevance to the TQM Culture, are now under finalization.

Sale of WAP products to other than Indian Railways

During the financial year 2000-2001 company has received 49 export enquiries from different countries and agents and 21 enquiries from Non-railway customers. Due to the full utilization of the capacity by the Board, WAP has to regret these enquiries. However, encouraged with the profit potential from Non-Railways Indian customers and realized Rs.93.72 lakhs (0.94 crores) towards the sale. Though WAP was little discouraged in the Export Market on account of rejection of 517 CH-36 wheels owing to minor non-conformance related to number punching, after persistent efforts WAP is able to find alternative buyer for 517 CH-36 wheels through M/s. S & V Industries, USA. In addition, company has got export enquiries through M/s. S & V Industries for 4000-5000 ‘F’ class and 1000-2000 ‘G’ class axles and 7000-8000 P3, P4 P7, P15, P28 and P30 wheel and another enquiry from M/s.
Amexder International Corporation, Chicago for 3000 Nos. HC 33 wheels. Company is having equally encouraging demand from Indian Non-railway buyers also. On hand, we have enquiries for 3,918 BOX ‘N’ wheelsets consisting 30.42 cores. This can fetch WAP about 8 crores profit approximately if Board allocates 10% of WAP’s capacity for the purpose of Non-railway sales. For the year 2001-02, Board has earmarked 4000 wheelsets for Non-railway sales. During 2000-01 WAP has availed MODVAT benefit of Rs.0.38 cores from Non-railway sales.

**Redressal of Staff Grievances:** Grievances registers are maintained in each and every unit of the Plant where staff can record their grievances. These grievances are collected by the Welfare Inspectors and remedial action taken. In addition, the Personnel Officers and Welfare Inspectors go round the plant daily to have personal contact with the staff and find out their grievances and explain the action taken by the Personnel Department.

**Water Supply**

Total requirement of water for the Plant and Colonies is about 15 lakh litres per day and the same is presently met by obtaining about 3.5 lakh litres per day from Bangalore Water Supply and Service Board (BWSSB) and the balance from company’s own resources. Despite repeated monsoon failures in this region, the water supply to the factory and colonies is maintained at a satisfactory level. Company has explored the possibility of augmenting the water supply from company’s own sources in order to reduce company’s dependence on BWSSB who are hiking the water charges periodically. Accordingly, company has programmed to drill a number of bore wells at Ardesnahalli and within company premises. Company achieved a
substantial financial advantage of about Rs.0.80 crores during the year on account of water supply from company's own resources.

Land

The Wheel and Axle Plant extends over an area of 291 acres. No land has been given on lease for public purpose.

Horticulture

Lawns and gardens are being maintained well inside the factory premises and in the colonies. So far, about 25,000 plants have been planted to promote cleanliness of the environment.

At the Lalbagh Flower Show organized by the Mysore Horticultural Society/Bangalore, during August 1996, company secured 3 Outstanding prizes, 12 First prizes and 5 Second prizes. Company also took part in a big way in the Garden Show and Flower Show which was conducted by them during January 1997 and won 1 outstanding Prize, 23 First Prizes and 47 Second Prizes. All the participants and visitors who came to the Flower Show were much impressed by company's exhibits.

4.1.3. ASTRA ZENECA: A BRIEF PROFILE

ASTRA-IDL is the first Indo-Swedish joint venture in establishing a pharmaceutical industry in the country. While ASTRA is a Swedish firm, IDL is run by the Hinjuja Brothers of India. Recently, the industry was re-christened as ASTRA-ZENECA, ZENECA being a firm of Sweden, specializing in research of Genetics, Biotechnology etc.
ASTRA is ranked among the top 15 pharmaceutical companies in the world and top 40 within India. Situated over 70 acres of land, the unit at Bangalore came into being on November 2, 1981, with strength of 320 employees. Today, the company has rapidly progressed due to the tremendous efforts of its work force number 817 employees, out of whom 276 comprise the managerial staff, 290 comprise the professional service representatives, and 251 comprises the non-management staff.

The turnover of the industry was around 120 cores in the year 1999-2000, thus establishing the fact that the products of ASTRA are being widely recognized and accepted the world over.

**Vision of the company**

ASTRA’s vision is ‘to cure and prevent diseases’ and is known to the world over for contributions in healthcare business through the introduction of path breaking molecules in the areas of cardiovascular diseases, gastrointestinal diseases, pain control, respiratory care, and infections. The company dedicated itself for the core values such as customer focus, highest commitment to quality and innovation.

**Objectives of the company**

ASTRA started its operations by manufacturing bulk drugs and formulations. To cure and prevent diseases is the main objective of the company, and the main aim is to be the leaders in the area of product and marketing of pharmaceuticals.

At present, the company is working with 16 departments namely-Human Resource Department, Engineering, Research and Development, Central Warehouse,
Products of the Company

ASTRA's products are well accepted in the Indian market and are being regularly exported to Africa, Europe, and South Asian countries.

The following drugs are the proud products of the company:

Xylocaine, Sensorcain (pain relief), Bateloc, Plendil, Imdur (for cardiovascular diseases), Brycambyl, Pulmicort, Rhinocort (for respiratory diseases), Penglobe (for infection), Clofazimine tablets (for anit-leprosy), Dinoprostone tablets (for maternal healthcare).

Contribution to the society

The social concern of ASTRA-ZENECA is notable. It has greatly contributed to the community from where it extracts manpower for its production and other purposes. It has contributed Rs.7.5 lakhs towards Kargil Relief Fund and its contribution to Orissa Cyclone Relief Fund was around 5 lakhs. More than 100 employees of the company donated their blood towards those tragedies on June 28, 2000. The organization conducted a free medical camp is Kattigenahalli village, which is within 1 km radius from the factory. Nearly 6 to 7 villages surrounding Kattigenahalli were benefited by this camp.
Recognition gained

ASTRA-ZENECA products are well above the acceptable quality levels. Priced to be internationally comparative and delivered in time, it has got the IDMA excellence award for quality for the years 1996-97, 97-98, and 98-99. Its manufacturing unit has also received the revered WHO certificate. It won the ICFAI Award for the year 1999. Such accomplishments have placed the company among the top 40 pharmaceutical companies in the world.
Figure 4.3

ORGANOGRAM OF THE ASTRA ZENECA PHARMACEUTICALS LTD.,

Managing Director

Vice President (Operations)

Controller (R&D)  Controller (Plg & Prod)  Chief Engg.

Controller (Production)  GM (QA & Tech. Services)

Manager (Projects)  Manager (Projects)  Manager (HR)

Source: Official Books of the company.
4.1.4. PROFILE OF ESCORTS MAHLE LIMITED, BANGALORE

Till 1958, the company was engaged in marketing and servicing of electrical equipments, merchandising sales servicing of equipments in the field of power generation, irrigation, farm mechanization, transport and public health. The name of the company was changed to “Escorts Limited” on 21st December 1959.

Having established an efficient marketing and after sales facility, Escorts entered industrial sector in 1957 – 58. They put the first plant for manufacturing of piston rings at Patiala by promoting a separate company under the name Goetze (I) Limited. Other products manufactured by Goetze (I) Limited are farm equipments, automobile ancillaries, railway equipments, x-ray equipments and heating equipments.

In 1960, a separate division was established at Patiala in collaboration with Mahle (Germany) to manufacture pistons. The company is also a recognized export house. Exporting its own products as well as those brought out goods. This was the second company to enter the field of production of pistons and pins, the first being India Pistons Limited.

Escorts Mahle Limited Bangalore Plant

The manufacturing operation commenced in Bangalore plant in 1978. At Escorts Mahle Ltd., around 4500 workers are employed in three plants which are working in three shifts round the clock. Here pistons and pins are produced. Piston, which is the heart of any engine, is produced in very systematic and scientific manner.
Performance is vision

Corporate leadership lies in creating change and then successfully sustaining it. It calls for an exceptional breed of people; multifaceted managers with the ability to grasp all the implications of change and the skills to implement the processes required to make the change happen.

It belongs to a company whose work ethics is one of the consistent dedications to products that improve the very quality of life.

These are the foundations of Escorts position as an industry leader and role model and no matter how much we grow, the ultimate yardstick of our success will always be performance. Envisioned, plant performance that creates an engineer’s change.

The main collaborations of Escorts group are:

Goetze A.G., Germany (Piston rings and cylinder liners)

Class GmbH (pistons)

The major competitors of Escorts Mahle Ltd., in the field of manufacturing pistons are: India Pistons Ltd., Madras, Sam Pistons, Hyderabad, Shriram Pistons, Gaziabad, Menon Pistons, Kolhapur.

The major customers of the company are Maruthi Udyog Ltd., Ashok Leyland, Indian Railways, Bajaj Auto, Escorts Yamaha Motors Ltd.

The product scenario

For its product range the company’s programs are mainly focused on two fronts, upgradation of technology manufacturing process and the introduction of new
product lines for program growth and higher revenue earnings. While existing products continue to offer good growth opportunity, the company has identified many new products, models and markets, including international to insure sustain growth.

**Biwheelers**

In biwheelers, their long-standing technical association with Yamaha of Japan has blossomed into a full fledged equal ownership joint venture, namely Escorts Yamaha Motor Ltd. Thus company is already poised ranging from mopeds and scooters to the latest Eco-friendly four-stroke motorcycles. Recently Escorts launched RXZ, a new version of Yamaha 135CC two-strike motorcycle with improved aesthetic and are in the process of launching new models of the 175 CC of motorcycle, Escorts ACE and 50CC moped Rosa.

**Auto components**

The auto components group is constantly being geared to cope with the challenges in the new generation vehicle population by constantly upgrading product, technology and quality. It continues to be the market leader in piston and piston rings. To further consolidate the position in the piston ring business the company is forming a new joint venture – Goetze TP (India) Ltd. – between Goetze (India) Ltd., T & N Investment Ltd. Of the UK and Teikoku Piston Ring company Ltd., of Japan to manufacturing advance designs of stainless steel compression and oil ring.

**Customer Service**

The secret of Escort’s success lies not only in the quality of its products but also in its role as a professional marketing organization. Escorts products reach the
country’s remotest markets through over 1200 dealers, and 3000 retailers of automotive components and spare parts. This marketing network, with deep roots in rural India, is supported by the Escorts Institute of Farm Mechanization, spread over a 100 acres of land at Bangalore, which imparts training to customers, dealers, engineers and mechanics as well as the company’s field staff. Escorts Sales and Service managers a trained work force of over 5,000 dealer personnel supported by nearly 100 service vans and over 1000 service motor cycles to ensure prompt, on-the-spot service to customers everywhere.

**Service to the Society**

The company’s corporate philosophy is an ongoing commitment that extends beyond the walls of its plants to over 40 villages, near them. A comprehensive rural development programme dedicated to making life better everyone, provides health care education, drinking water facilities and assistance in land reclamation and forest plantation. For urban centres, the Escorts Medical centre at Bangalore is one of the most modern and sophisticated facilities of its kind in the local community. Superior diagnostic and health services at reasonable costs. Also fast coming up in Delhi is the Rs.150 million Escorts Heart Institute and Research Centre, this will probably became the largest specialist heart hospital in the world.

**The future Plans of Escorts Mahle limited**

Escorts Mahle Limited is a professionally managed company and is aiming for a complete range of equipment systems and single resource of responsibility turnkey projects for a variety of industrial applications. With the liberalization process taking
place and the market is growing at a faster rate, the company is all set to open - up and thus has massive plans of expansions in the future.

The company is planning to implement Enterprise Resource planning (ERP). It has adopted Total Quality Management (TQM) for ensuring total quality in its products. The company is also following ISO regulations to achieve maximum quality of products with more updated systems and better working style. The company has been rewarded with the QS 9000 certificate for this pioneering work.

Growing with the mission of contributing its best in the national priority, the company constantly endeavors to fulfill this.
Figure 4.4

The organisational setup of Escorts - Mahle Ltd.

**ORGANISATIONAL SETUP**

- EXECUTIVE VICE PRESIDENT
- CHIEF GENERAL MANAGER
- DEPUTY GENERAL MANAGER
- CHIEF MANAGERS
- MANAGERS
- ASSISTANT MANAGERS
- SENIOR ENGINEERS/OFFICERS
- ENGINEERS/OFFICEERS
- GRADUATE ENGINEERING TRAINEES
- DIPLOMA ENGINEERING TRAINEES
- CLERICAL STAFF
- WORKMEN
- ITI PASSED TRAINEES

Official documents of the company.
4.1.5 Profile of selected enterprises: At a glance

In a nut shell the following table picturises the profile of the enterprises under study.

<table>
<thead>
<tr>
<th>Profile dimensions</th>
<th>Public sector enterprises</th>
<th>Private sector enterprises</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BHEL</td>
<td>WAP</td>
</tr>
<tr>
<td>Location</td>
<td>Yaswanthpur, Bangalore</td>
<td>Yellahanka, Bangalore</td>
</tr>
<tr>
<td>Products of the company</td>
<td>Electric Insulators, ceramics</td>
<td>Wheels and Axles for Railways</td>
</tr>
<tr>
<td>No. of employees</td>
<td>1266</td>
<td>2356</td>
</tr>
<tr>
<td>Turnover per annum</td>
<td>70 (crores)</td>
<td>2300 millions</td>
</tr>
<tr>
<td>Capital employed</td>
<td>2075 (lakhs)</td>
<td>158 crores</td>
</tr>
<tr>
<td>Accreditation</td>
<td>ISO 9002 ISO 14001</td>
<td>ISO 9000</td>
</tr>
</tbody>
</table>

Source: Official documents of selected public and private sector enterprises.

4.2 SECTION B: PROFILE OF SELECTED EMPLOYEES

Like organizations’ profile and their core values and vision, the employees’ personal factors do provide a clue for analyzing the organizational culture as their perceptions on various organizational aspects differ intune with their personal aspects. Hence, the foregoing pages present and discuss the employees’ demographic
characteristics which will become a source of information for further analysis of the study.

Gender

Gender wise distribution of selected employees under two-sectors is presented in table 4.1

Table 4.1
GENDER WISE DISTRIBUTION OF EMPLOYEES UNDER TWO SECTORS

<table>
<thead>
<tr>
<th>Gender</th>
<th>No. of employees</th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Public</td>
<td>Private</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>124</td>
<td>129</td>
<td>253</td>
<td>(82.66)</td>
</tr>
<tr>
<td>Female</td>
<td>26</td>
<td>21</td>
<td>47</td>
<td>(17.34)</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>150</td>
<td>300</td>
<td>(100)</td>
</tr>
</tbody>
</table>

Source: Primary data.
Note: Figures in parentheses are percentages to column total.

Details of gender-wise distribution of selected employees under two sectors are shown in table 4.1. The table speaks out that as many as 84.33 per cent of the selected employees are the male and remaining 15.67 per cent are female. However, the representation of women employees is more in public sector (17.34%) than in private sector (14%) enterprises. The analysis signifies the general thinking that India is a male dominated society and the same notion is reflected in the current study.

Age of the selected employees

Distribution of employees according to their age is presented in table 4.2
Table 4.2
AGE WISE CLASSIFICATION OF EMPLOYEES UNDER TWO SECTORS

<table>
<thead>
<tr>
<th>Age (in years)</th>
<th>No. of employees</th>
<th>Total</th>
<th>Public</th>
<th>Private</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 30</td>
<td>6 (4.00)</td>
<td>12 (8.00)</td>
<td>18 (6.00)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 to 40</td>
<td>49 (32.67)</td>
<td>60 (40.00)</td>
<td>109 (36.33)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41 to 50</td>
<td>68 (45.33)</td>
<td>64 (42.67)</td>
<td>132 (44.00)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than 50</td>
<td>27 (18.00)</td>
<td>14 (9.33)</td>
<td>41 (13.67)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>150 (100)</td>
<td>150 (100)</td>
<td>300 (100)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data
Note: Figures in parentheses are percentages to column total.

Sector-wise age details of the employees can be seen in table 4.2. It is observed that the majority of the selected employees of both sectors fall in the age group of 41-50 years (44%) 36.33% of employees have 31-40 years of age, 13.67% have more than 50 years age, and only 6% of employees are having below 30 years of age. This clearly notifies that majority of the workforce in all the selected enterprises are falling in between 31-50 years age-group.

Educational background of the selected employees

Table 4.3
EDUCATIONAL BACKGROUND OF SELECTED EMPLOYEES

<table>
<thead>
<tr>
<th>Education</th>
<th>No. of employees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Public</td>
<td>Private</td>
</tr>
<tr>
<td>P.U.C.</td>
<td>17 (11.33)</td>
<td>20 (13.33)</td>
</tr>
<tr>
<td>Graduation</td>
<td>73 (48.67)</td>
<td>41 (27.33)</td>
</tr>
<tr>
<td>Post Graduation</td>
<td>25 (16.67)</td>
<td>43 (28.67)</td>
</tr>
<tr>
<td>Technical</td>
<td>35 (23.33)</td>
<td>46 (30.67)</td>
</tr>
<tr>
<td>Total</td>
<td>150 (100)</td>
<td>150 (100)</td>
</tr>
</tbody>
</table>

Note: Figures in parentheses are percentages to column total.
Educational qualifications of the selected employees of both the sectors are shown in Table 4.3. It is evident from the table 4.3 that minimum education even to workers category is PUC (Intermediate) and highest being post graduation. It is further found that majority of respondents are graduates followed by employees with technical background. Sector-wise observation reveals that graduates are more in public sector enterprises while employees with technical education are found more in private sector. Similarly workers in private sector enterprises with PUC background are more in private sector than in public sector enterprises. From this analysis it can be inferred that the majority of the work force including workers are educated and it can be premised that they will have value and ethical base in their personal aspects and also work related aspects.

Monthly salary of the selected employees

Salary wise distribution of employees is illustrated in table 4.4

Table 4.4

<table>
<thead>
<tr>
<th>Monthly salary wise distribution of selected employees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salary range</strong></td>
</tr>
<tr>
<td><strong>(in Rs.)</strong></td>
</tr>
<tr>
<td>Upto 9000</td>
</tr>
<tr>
<td>9001 - 15000</td>
</tr>
<tr>
<td>Above 15000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

**Source**: Primary data.

**Note**: Figures in parentheses are percentages to column total.

The data in table 4.4 speak out that out of 300 employees, 132 employees (44.00%) are receiving their monthly salary in between Rs.9001 - 15000, 32.67 per
cent are getting upto Rs.9000 and more than one fifth of the employees are receiving above Rs.15,000 per month. Thus, majority of the employees are falling under the salary range of more than Rs.9,000. It is tried to find out the relationship between the employees' salary with their culture perception and contribution to organisational effectiveness, in chapter five.

**Work experience of the selected employees**

Experience-wise distribution of selected employees is portrayed in table 4.5

<table>
<thead>
<tr>
<th>Experience (in years)</th>
<th>No. of employees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Public</td>
<td>Private</td>
</tr>
<tr>
<td>Upto 5</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>(4.00)</td>
<td>(10.00)</td>
</tr>
<tr>
<td>6 to 15</td>
<td>45</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>(30.00)</td>
<td>(53.33)</td>
</tr>
<tr>
<td>Above 15</td>
<td>99</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>(66.00)</td>
<td>(36.67)</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>(100)</td>
<td>(100)</td>
</tr>
</tbody>
</table>

**Source:** Primary data.

**Note:** Figures in parentheses are percentage to column total.

From the table 4.5 it is understood that 66 per cent of employees in public sector have put in above 15 years of service while 53.33 per cent of the employees in private owned enterprises have put in 6-15 years of service on the job. It is further noticed that 51.33 per cent of the employees from both public and private sector enterprises have long span of service of above 15 years. On the whole, it is evidently found that as many as 93 per cent of the employees in the present study have put in more than 6 years of service in their respective enterprises. From the above analysis, it can be premised that the longer the job experience of the employees in a particular
organization, the better would the perception of the culture of that organization. However, this should statistically be proved. Such an exercise is made in chapter five.

**Marital status of the selected employees**

Distribution of selected employee based on their martial status is presented in table 4.6.

<table>
<thead>
<tr>
<th>Marital status</th>
<th>No. of employees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Public sector</td>
<td>Private sector</td>
</tr>
<tr>
<td>Unmarried</td>
<td>16 (10.67)</td>
<td>23 (15.33)</td>
</tr>
<tr>
<td>Married</td>
<td>134 (89.33)</td>
<td>127 (84.67)</td>
</tr>
<tr>
<td>Total</td>
<td>150 (100)</td>
<td>150 (100)</td>
</tr>
</tbody>
</table>

Source: Primary data.
Note: Figures in parentheses are percentages to column total.

Sector-wise marital status particulars of the employees can be seen in table 4.6. It is known fact that marital status is linked with the age. Accordingly, it is observed from the table that, the majority of the employees of both sectors, are married and the percentage of unmarried employees is found more in private sector enterprises. Married people in general will have a sense of dutiful, abiding and compromising/adjusting nature. Besides, the age and marital status will have an impact on the nature of resisting the change or sticking to the old assumptions. These, in turn, will have an influence on the organisational culture in general and effectiveness in particular. This will be tested statistically in the next chapter.
Training

Distribution of selected employees according to training they had is presented in table 4.7.

Table 4.7

DISTRIBUTION OF SELECTED EMPLOYEES ACCORDING TO TRAINING THEY HAD

<table>
<thead>
<tr>
<th>Training</th>
<th>No. of employees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Public sector</td>
<td>Private sector</td>
</tr>
<tr>
<td>Untrained</td>
<td>34 (22.67)</td>
<td>28 (18.67)</td>
</tr>
<tr>
<td>Trained</td>
<td>116 (77.33)</td>
<td>122 (81.33)</td>
</tr>
<tr>
<td>Total</td>
<td>150 (100)</td>
<td>150 (100)</td>
</tr>
</tbody>
</table>

Source: Primary data.
Note: Figures in the parentheses are percentages to column total.

Table 4.7 shows that 81.33 per cent of employees in private sector and 77.33 per cent employees in public sector enterprises have undergone training programmes conducted by the respective enterprises. The total picture of the table unveils that as many as 79.33 per cent of the total employees have been trained in different employee development training programmes. But one-fifth of the total employees in both public and private sector enterprises did not avail any training programme. In general, it can be assumed that on the job and off the job training programme would add to the exposure of the employees on new horizons and this would undoubtedly reflect on the organisational excellence. It is tried out to study the association between training received by employees and their cultural perception and their contribution to organisational effectiveness in chapter 5.