

CHAPTER – 6

HUMAN RESOURCES CLIMATE SYSTEM

6.0 Introduction

An organisation's success is determined by the competencies and motivation of the employees. Sincere and capable employees are the assets of any organisation. Individuals can be helped to give their full contribution according to their potentials if the organizations provide right type of human resources climate. This helps to achieve the goals of the organization, and thereby ensuring optimum utilizations of human resources. Congenial Human resources climate is extremely important for development of employees and organizations. Effective implementation of all the human resources system ultimately results in building a congenial human resources climate which promotes growth, development, for individual as well as organization.

Many studies conducted on motivation over the past 40 years have shown that the human resources climate in the workplace has a significant impact on employee behavior and organizational results. Congenial and positive work atmosphere can make a lot of difference in the way employees work. This in turn affects the productivity of the organization. The human resources climate is part of the overall organizational climate. Human resources climate is considered as very important part of the overall human resources system. The study of human resources system will never be complete without studying the human resources climate. The human resources climate of any organization depends on the overall organizational climate and organizational climate is a result of broader organizational culture.

In this chapter, study of human resources climate system as part of the overall human resources system in the selected organization is done. In the beginning of the chapter an introduction to the term human resource climate system is discussed. The introduction is followed by theoretical aspects of the subject, terms such as organizational culture, organizational climate and human resources climate are explained with a view to understand how human resources climate affects the overall performance of the organization. It is also interesting to note how effective implementation of human resource systems results in congenial human resources climate system, how all these systems are interdependent. After presentation of theoretical aspects, empirical evidence in form of data analysis of the data collected from the respondents of the sample organizations is presented. The data is analyzed by two methods, i.e. one by percentage of comparative responses and other by factor analysis. The percentage measured at 5 point scale. Human resources climate is measured with the help of the statements of responses collected with the help of structured questionnaire. The number of these statements are many hence it was necessary to use another method of analysis i.e. factor analysis. The factor analysis is the responses undertaken to categorize factors and takes into consideration the latent variable which may have correlation and identifies the factors which are most important and make maximum impact on the overall human resources climate in the selected organizations is also presented. This is followed by the perceptions of employees about prevailing human resources climate system in the sample organizations on the basis of responses received through questionnaire. The term human resources climate is used and is part of the total organizational climate prevailing in the organizations.

The data collected represent the snapshot view and the situation at the time of survey. There is a possibility that the scenario in different organizations might have been drastically changed or may have improved or deteriorated.

6.1 Organizational Culture, Climate and Human Resources Climate

In order to study the human resources climate as part of the overall human resources system, it is essential to look at the terms such as organizational culture, and organizational climate. Organizational culture is described as all the unwritten rules, practices, attitudes and beliefs that affect the way in which business is done in any organization. In a way it is the behavior displayed by the top leaders in any organization and becomes part of the unwritten policies. It does influence the behavior of employees and underpins the interactions of staff and customers. It is holistic, traditionally determined, constructed in a social context, soft and difficult to change. Organization culture is the guiding force under which organization climate and human resources climate are developed. In other words organization culture decides the organization climate and organization climate decides the human resources climate.

Organizational climate is often defined as the recurring patterns of behavior, attitudes and feelings that characterize working life in the organization. Although culture and climate are related, climate often proves easier to assess and change.

Organizational climate refers to the morale and perceptions of the members of the organization and is quite subjective in nature. It is rather sensed than something which is recognized cognitively. Organizational climate are a set of attributes which are perceived about a particular organization and is mainly derived from the interaction of members and environments. It is the combined perception of individuals which differentiates one organization from other. In other words it is sum total of

experiences one feels as a member of the organization, and senses as an outsider. It is the overall impression of the organization perceived by the members and environment in which they work.

Human Resources Climate

Human resources climate refers to a set of measurable properties of the work environment, that are perceived by the people who live and work in it, and that influence their motivation and behavior. Human resources climate description that have been determined to significantly impact an organizations profitability and productivity are flexibility, responsibility, standards, rewards, clarity and team commitment. At individual employee level the concept is human resources climate which is formed by individual perceptions are often aggregated or collected for analysis and understanding at the team or group level, or the divisional, functional, or overall organizational level.

As stated above, it is not possible to completely separate the human resources climate system from overall organizational climate. In the present study, the human resources climate is considered as part of organizational climate.

There are several approaches to the defining the concept of human resources climate. However there are two related difficulties in defining the human resources climate. The first difficulty is how to define climate, and second is how to measure it effectively on different levels of analysis.

The success of an organization is equally determined by the skill and motivation of its members as by any other factor. This fact that member's motivation and skill is most important in success is well-known in the literature on Management. However recently focused has been changed to the way human resources practices

and activities can be used to ensure organizations successfully meet the challenges. One of the most important functions of human resources system is to create and develop organizational culture in which supervisor-subordinate relationships, teamwork, and collaboration are some of the features which help and contribute to the professional well being, motivation, and pride of employees.

Human resources climate consists of many aspects of culture and behaviors of seniors in the organization and depends on the way employees, the most important resources are treated in the organization. Opportunity for employee development, trust in the capability of employees, open communication, encouragement for experimentation and taking up challenges and risks associated with it. Helping the employees to identify their strengths and weaknesses, in turn creating a general climate of confidence and trust, collaboration and autonomy, coupled with supportive human resources policies and practices.

If the organizations have to create good human resources climate, there are certain pre-requisites in form of an organizational culture. Once the organizations are helped to build such human resources culture, it will ultimately helps in creating a congenial and healthy human resources climate, Pareek (1999) developed an instrument to measure organizational climate. As mentioned above, organizational culture is the broader framework under which organizational climate and human resources climate is developed. If the organization understands the way to build an excellent human resources culture, the same can be easily translated in human resources climate.

According to Pareek (1999) the *human resources culture* should have following characteristics:

- It should be a learning culture
- The culture should facilitate the identification of new competencies of people on a continuous basis.
- The culture should facilitate bringing out the hidden talents and utilize the potentials of people.
- It should help in developing new competencies.
- The culture of the organization should have in built in motivational value. Employees should take initiatives and work on their own.
- The culture should enable people to take initiative and experiment. Initiative and experimentations are very important for development. They enable individuals, teams, and organizations to discover new potential in them.
- The culture should bring joy and satisfaction in work. Once the employees enjoy their work it will result in overall good work culture. Relationships are important have an enabling capability.
- It should improve creativity and the problem solving abilities of people.
- It should create team spirit and high morale.
- The culture should enhance the action orientation in the total organization. Members should take initiatives.

According to him, such a culture can be termed as OCTAPACE, which is an acronym for openness, collaboration, trust and trustworthiness, authenticity, proaction, autonomy, confrontation and experimentation.

- a) *Openness* – is considered where people feel free to express their ideas, opinions and feelings to each other irrespective of their level designation etc. The comparative openness in the system influences the design of Human resources systems. Organizations can be termed as either completely open to

completely close. It is not possible to find an organization at the two extreme ends. The organizations tend to be towards one or the other end. The amount of openness of the organization will be an important factor in determining the nature of the various dimensions of Human resources systems

- b) *Collaboration* – is the culture in which people are keen to help each other. They are ready to put their interest in the background for the larger interest of the organization. Team spirit is the key and people are directed by the broad organizational objectives than the individual interest. People are willing to help each other in order to achieve the organizational goals. Organizations interests are above all and individual or departmental loyalties take the back seat. There are no interdepartmental or inter-personal conflicts and the spirit of co-operation and collaboration is present.
- c) *Trust and trustworthiness*, it is a situation in which there is mutual trust and respect for each other. Members work in an informal atmosphere by having full faith and trust. The members are self disciplined hence there is no need for any supervisory control or monitoring. The people respect and value each other. To create a culture of mutual trust it is essential to have a culture of trust worthiness in which the members have proven themselves to over a period of time. If every members of the organization becomes trustworthy and is reliable, mutual trust gets built up automatically.
- d) *Authenticity* – is the value underlying trust. It is the willingness of a person to acknowledge the feelings he /she has, and accept himself / herself as well as other who relate to him/her as persons. Authenticity is speaking the truth without any fear and keeping the promises made. It is higher than the trust or trustworthiness. The members commit and meet the commitments without

giving false promises. The members always commit and deliver as per commitment.

- e) *Proactive* – being a proactive culture means taking initiatives and explore the alternatives well in advance. Instead of reacting to any particular situation, planning is done in order to take care of eventualities and anticipated situations. This culture encourages the members to take initiatives for new activities, new processes. This can be in all the areas of for overall process efficiency. Like wok processes, reduction in cost, quality improvement and other areas in which improvement can be done.
- f) *Autonomy* – This culture of autonomy is when members enjoy a great degree for freedom in their activities. They are the decision makers in their areas. Autonomy is very important to bring out the best in areas where individuals need freedom to work the way they want to work. It is very relevant in creating academic excellence, knowledge industry, information technology, research and development etc.
- g) *Confrontation* – This term is used in relation to a culture of facing problems upfront. In this culture, the problem is put in front rather than the back to escaping the problems. A better term would be confrontation exploration that implies facing a problem and working jointly with other concerned to find its solution. If an organization encourages people to recognize a problem, bring it to people concerned, explore with them to understand and search possible ways of dealing with it. Members confront the problems as areas needing improvement rather than finding fault with anybody. This culture helps in building problem solving abilities of the organizations.

h) *Experimentation* – helps in build a culture in which the members of the organization try out new experiments on their own and take decisions with respect of conducting the experiments. The culture of experimentation manifests the risk taking aspect of the organization. This developing newer ideas and simplifies things. There is an emphasis on value creation and importance is given to innovating and trying out new ways of dealing with problems in the organization.

When you have openness, members can express their opinion easily. Similarly when one is provided with autonomy and collaboration happens naturally. Trust and authenticity go together. Proactive and experimentation go together. These four pairs are the four foundation of human resources culture.

In order to understand the role of human resources climate and its impact on the organizations, some past studies on the subject are examined below: Few studies listed below use the term human resources development climate. The present study considers human resources development as a component of human resources system; hence these studies are also listed.

Rao and Abraham (1986), carried out first survey by using this instrument to measure the Human resources development climate in Indian organizations. They found that the general Human resources development climate in the organizations appears to be at an average level (54%). The most important factor contributing to this seems to be a general indifference on the part of the employees on their own development.

Rajendran (1987) reported significant correlation between organizational climate and job satisfaction in a public sector industry in Tamil Nadu, India.

Sharma (1987) examined the effects of organizational climate on job satisfaction, sense of participation, role stress and alienation in private sector and public sector and found that the private sector and the public sector varied significantly on the dominant climates and there was significant correlation between the climate variable and role stress variables.

Abraham (1989) observed that Human Resources Development climate is a powerful intervening variable in translating Human resources development practices into profit.

Abraham (1989) conducted a study which revealed the linkage between the Human resources development climate and organizational performance in financial terms. Even if the climate does not show any direct linkages at a given point of time, logically it makes sense to have a good human resources climate for the benefit of the organization.

Srivastava (1994) studied a group of executives and supervisors and reported that overall organizational climate is positively related with job involvement and higher order needs (self esteem, autonomy, and self actualization) are related with job involvement.

Hart, Griffin *et al* (1996), has found that organizational climate plays an important role and lack of proper organization climate model accounts for at least 16% single-day sick leave and 10% separation rates in one organization.

Venkateswaran (1997) found that, to a large extent, a favourable Human resources development climate was prevalent in a public sector undertaking in India.

Ali and Akhtar (1999) explored the effect of organizational climate on job satisfaction and they reported that those who scored high on organizational climate also differed significantly on job satisfaction scale.

Rose Dennis and colleagues (2001-2004) conducted a number of studies and they found a very strong link between Organizational Climate and employee reactions such as stress levels, absenteeism and commitment and participation.

Pillai's (2008) study identified that HRD climate existing in banks as moderate. This study further found that a supportive HRD climate in banks stimulated the learning orientation of the employees.

Saraswathi (2010) conducted a study on Human resources development climate: in software and manufacturing organizations. The study was aimed at assessing the extent of developmental climate prevailing in manufacturing and software organizations in India and also comparative analysis. The study revealed that the three variables: general climate, HRD mechanisms and OCTAPACE culture are better in software organizations compared to manufacturing. The findings indicate significant difference in the development climate prevailing in software and manufacturing organizations.

Lather *et al* (2010) conducted a study on organization culture in selected organizations in the manufacturing sector in the NCR. The objective of the study was to compare the organizational culture of the selected companies in the manufacturing sector and to identify and measure the perceived organizational culture and its various dimensions. The result shows that the executives and non-executives perceive the culture differently.

6.2 Human Resources Climate / Culture in Selected Industries

The human resources climate in the sample organizations is as follows: The data provided is an outcome of focus group interviews with members of the organization. The focus group discussions were conducted in order to understand the

perception of the respondents with regards to human resources climate/culture in the selected organization. The data was also obtained through the questionnaire administered.

In *Reliance Industries Limited*, human resources climate which is development based. The employees are encouraged to experiment and learn. Lot of emphasis is given on personal initiatives and development aspect of employees. Reliance has an open human resources climate and believes in involving all the employees in major decisions. Though employees are encouraged to have a climate of learning and development, emphasis is given to productivity enhancement more than the individual development. The organization is affected by the external factors as it has a union which is affiliated to local body.

In case of *Blue Star*, it has a learning environment and open human resources climate. The employees are encouraged to devise new and efficient methods to do their work. The organization also has systems to identify potential and talent of new employees. This open climate helps employee develop new competencies and provides motivation to all employees. The organization provides a very congenial and positive human resources climate for its employees. It also takes care of the need of family members of employees in order to bring overall satisfaction. There is team spirit and high morale among the employees.

Bilag Industries Limited is a multinational organization and the human resources climate is such that emphasis is given on the laid down systems and procedures. This has resulted in limited scope for experimentation as the company deals with manufacturing of highly sensitive products. The organization has sensitivity to safety and environment and gives lot of importance to safe working

conditions. Overall this is an organization which works on standard operating procedures and expects all the employees to follow the procedures.

Micro Inks Limited has an open culture which gives importance to learning. The culture facilitates identification of competencies of employees and provides them opportunities for development. The system is designed to help employees bring out their hidden potentialities by organizing various events in which employees can showcase their talents. The culture encourages giving more responsibility and helps employees take care of the responsibilities. Organization provides motivation to its employees by taking care of all the aspects such as health, education of children, career progression, succession planning etc. It has human resources initiatives to provide overall satisfaction and happiness to all the employees. The organization is proactive in understanding employee issues and addresses them. Overall a a very open and positive culture.

Aarti Industries Limited follows an organizational culture which is entrepreneur driven and has fewer inputs from professionals. This has resulted in a human resources climate in which the employees have limited opportunity for their development. The organization is perceived as being more conservative by the employees.

Raymond Limited provides a positive and healthy work atmosphere to its employees. This has resulted in a positive and development oriented human resources climate. There are policies and practices to encourage learning in the organization. Learning and development is given lot of importance and is part of the reward system. Employees are normally self motivated and take responsibilities on their own. There is a sense of ownership in the employees towards the organization. The employees seem to be a satisfied lot.

Hindustan UniLever Limited, the Company has a very strong learning environment and expects continuous learning from all the employees. As a result the human resources climate in the organization is open to learning and development. There are systems to facilitate identification of new competencies required with technological advancement and development of competencies in line with the changes. The organization has a very strong customer focus and does everything in line with customer expectations. The organization has aligned all the systems in line with the customer satisfaction requirements.

Enercon Limited is an organization which is in growth phase. Due to the human resources climate in the organization is progressive. Lot of emphasis is put on induction training and making the employees productive. The organization provides opportunities to all the employees for self development and learning. Due to growth of the organization development and career progression opportunities are available to employees at various levels. The employees are motivated with the help of transparent and employee friendly policies.

Blossom Breweries Limited, The organizational culture in the company is of a progressive organization. The organization has been progressing well after take over by Khemani's. The employees are having a positive outlook for the future. The training and other development activities are undertaken as per need.

Paper Products Limited has a formal atmosphere, due to this human resources climate in the organization is also formal. There is limited scope for experimentation or innovation. The organization deals with the well established product range and provide learning opportunities to all the new employees and skill enhancement opportunities to all the existing employees. Overall the organization provides a learning culture with sufficient emphasis on development.

Human resources climate system consists of a set of measurable properties of the work environment, as apparently felt by the employees who work in it. The human resources climate has an influence on the motivation and behavior of the individual employee. Human resources climate system can significantly impact organization's profitability and productivity. A good human resources climate is of flexibility, responsibility, standards, rewards, clarity and team commitment. In order to understand the perception of respondents in relation to human resources climate existing in their organizations the data collected and analyzed is presented here.

6.3 Empirical Evidence: Human Resources Climate

Table 6.1: The top management goes out of way to make sure that the employees enjoy their work

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 126 | 75.45 | 41 | 24.55 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 13 | 18.84 | 53 | 76.81 | 69 |
| Bilag Ind. | 0 | 0 | 1 | 2 | 18 | 36 | 31 | 62 | 0 | 0 | 50 |
| Micro Inks | 10 | 7.19 | 7 | 5.04 | 23 | 16.55 | 67 | 48.2 | 32 | 23.02 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 14 | 14.43 | 73 | 75.26 | 10 | 10.31 | 97 |
| Raymond | 1 | 0.81 | 5 | 4.03 | 6 | 4.84 | 31 | 25 | 81 | 65.32 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 32 | 51 | 68 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 13 | 13.4 | 63 | 64.95 | 21 | 21.65 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 3 | 8.57 | 15 | 42.86 | 17 | 48.57 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 23 | 27.38 | 61 | 72.62 | 0 | 0 | 84 |
| Total | 11 | 1.17 | 13 | 1.39 | 103 | 10.99 | 504 | 53.79 | 306 | 32.66 | 937 |

When asked whether the top management goes out of its way to make sure that the employees enjoy their work, 76.81 percent respondents from Blue Star responded that it is almost always true for their organization. Looking at the combined response of 4 and 5, 100 percent respondents from Reliance Industries and Hindustan Lever are on the positive side stating that the management always makes sure that the

employees enjoy their work. Organizations like Blossom Industries and Raymond have respondents in a little lower percentage on the positive side as compared to the former; they have 91.43 and 90.32 percent respectively stating that the top management fairly makes sure that the employees enjoy their work. There are other organizations where a considerable amount of respondents are on the positive end which include Enercon, Aarti Industries, Paper Products, Micro Inks and Bilag Industries with 86.6, 85.57, 72.62, 71.22 and 62 percent respectively. Looking at the negative end, there were 10 respondents of Micro Inks constituting 7.19 percent who were of the opinion that it is not at all true for their organization.

Table 6.2: The top management believes human resources are extremely important resources have to be treated more humanly

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 71 | 42.51 | 96 | 57.49 | 0 | 0 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 28 | 40.58 | 38 | 55.07 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 18 | 36 | 13 | 26 | 19 | 38 | 50 |
| Micro Inks | 1 | 0.72 | 1 | 0.72 | 16 | 11.51 | 63 | 45.32 | 58 | 41.73 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 15 | 15.46 | 79 | 81.44 | 3 | 3.09 | 97 |
| Raymond | 2 | 1.61 | 1 | 0.81 | 15 | 12.1 | 23 | 18.55 | 83 | 66.94 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 6 | 8 | 23 | 30.67 | 46 | 61.33 | 75 |
| Enercon | 0 | 0 | 4 | 4.12 | 13 | 13.4 | 42 | 43.3 | 38 | 39.18 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 3 | 8.57 | 21 | 60 | 11 | 31.43 | 35 |
| Paper Products | 0 | 0 | 7 | 8.33 | 30 | 35.71 | 47 | 55.95 | 0 | 0 | 84 |
| Total | 3 | 0.32 | 13 | 1.39 | 190 | 20.28 | 435 | 46.42 | 296 | 31.59 | 937 |

On the given question, it can be observed that none of the 10 organizations have 100 percent respondents on the positive end. The organizations taking lead in the list are Blue Star and Hindustan Lever with 95.65 and 92 percent respondents on the positive end stating that in these organizations the top management upto most extent believes that human resources are extremely important resources and they have to be

treated more humanly. At Blossom Industries, Micro Inks and Raymond 91.43, 87.05 and 85.49 respondents are of the view that the management considers human resources as important resources and are treated humanly. Aarti and Enercon follow the same practices but at a slightly lower degree as compared to other organizations. Their respective percent respondents on the positive end are 84.53 and 82.48. 42.51 percent respondents of reliance Industries are not sure of the fact at their organization and hence they have selected the option of sometimes true.

Table 6.3: Development of the subordinates is seen as an important part of the job by managers / officers

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 167 | 100 | 0 | 0 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 19 | 27.54 | 47 | 68.12 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 32 | 64 | 18 | 36 | 50 |
| Micro Inks | 0 | 0 | 2 | 1.44 | 21 | 15.11 | 64 | 46.04 | 52 | 37.41 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 38 | 39.18 | 58 | 59.79 | 1 | 1.03 | 97 |
| Raymond | 1 | 0.81 | 3 | 2.42 | 11 | 8.87 | 34 | 27.42 | 75 | 60.48 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 7 | 9.33 | 13 | 17.33 | 55 | 73.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 9 | 9.28 | 63 | 64.95 | 25 | 25.77 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 3 | 8.57 | 21 | 60 | 11 | 31.43 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 25 | 29.76 | 47 | 55.95 | 12 | 14.29 | 84 |
| Total | 1 | 0.11 | 5 | 0.53 | 117 | 12.49 | 518 | 55.28 | 296 | 31.59 | 937 |

When asked whether development of the subordinates is seen as an important part of the job by managers, 73.33 percentage respondents from Hindustan Lever, 68.12 percentage respondents from Blue Star and 60.48 percentage respondents from Raymond stated that it is almost always true for their organization depicting that the managers saw development of the subordinates as an important part of their job. The combined response of 4 and 5 shows that 100 percent respondents from Reliance and Bilag Industries are inclined towards the positive end strongly affirming that the said statement is very true for their organization. Blossom, Enercon, Micro Inks, Paper

Products and Aarti Industries had 91.43, 90.72, 83.45, 70.24 and 60.82 percentage respondents respectively on the positive end of the scale. These figures were varying marginally and hence stated that in these organizations the development of the subordinates is seen as quite an important part of the job by managers/officers. On the negative end of the scale, one can observe negligible figures from Micro Inks and Raymond that constitute 1.44 and 3.23 percent respectively. In totality there were only 12.49 percent respondents on the option of sometimes true, depicting that the respondents in whole had a clear view of their respective organization with regard to the given statement.

Table 6.4: The Personnel policies of this organization facilitates employee development

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 164 | 98.2 | 3 | 1.8 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 5 | 7.25 | 27 | 39.13 | 37 | 53.62 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 28 | 56 | 22 | 44 | 50 |
| Micro Inks | 0 | 0 | 10 | 7.19 | 25 | 17.99 | 64 | 46.04 | 40 | 28.78 | 139 |
| Aarti Ind. | 0 | 0 | 6 | 6.19 | 64 | 65.98 | 26 | 26.8 | 1 | 1.03 | 97 |
| Raymond | 2 | 1.61 | 4 | 3.23 | 13 | 10.48 | 38 | 30.65 | 67 | 54.03 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 7 | 9.33 | 34 | 45.33 | 34 | 45.33 | 75 |
| Enercon | 0 | 0 | 4 | 4.12 | 9 | 9.28 | 43 | 44.33 | 41 | 42.27 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 9 | 25.71 | 21 | 60 | 5 | 14.29 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 44 | 52.38 | 40 | 47.62 | 0 | 0 | 84 |
| Total | 2 | 0.21 | 24 | 2.56 | 176 | 18.78 | 485 | 51.76 | 250 | 26.68 | 937 |

As far as personal policies are concerned for facilitating employee development, majority of the organizations had respondents more than 80 percent respondents on the positive end. The combined response of 4 and 5 shows that there are 100 percent respondents from Reliance Industries and Bilag Industries were of the opinion that the personnel policies of their organization strongly facilitate employee development. Other organizations where majority of the respondents are inclined

towards the positive end of the scale are Blue Star, Hindustan Lever, Enercon, Raymond, Micro Inks and Blossom Industries with 92.75, 90.66, 86.6, 84.68, 74.82 and 74.29 percent respondents respectively. One can understand from these responses, that the personnel policies mostly facilitate employee development. For organizations like Paper Products and Aarti Industries majority of the respondents are not sure whether the personnel policies really facilitate employee development as they have 52.38 and 65.98 percent respondents stating it is sometimes true for their organization.

Table 6.5: Management is willing to invest considerable time and resources to ensure the development of employees

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|----------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 116 | 69.46 | 11 | 6.59 | 40 | 23.95 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 35 | 50.72 | 31 | 44.93 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 2 | 4 | 29 | 58 | 19 | 38 | 50 |
| Micro Inks | 0 | 0 | 4 | 2.88 | 34 | 24.46 | 63 | 45.32 | 38 | 27.34 | 139 |
| Aarti Ind. | 0 | 0 | 13 | 13.4 | 38 | 39.18 | 46 | 47.42 | 0 | 0 | 97 |
| Raymond | 0 | 0 | 3 | 2.42 | 6 | 4.84 | 52 | 41.94 | 63 | 50.81 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 15 | 20 | 14 | 18.67 | 46 | 61.33 | 75 |
| Enercon | 0 | 0 | 5 | 5.15 | 9 | 9.28 | 46 | 47.42 | 37 | 38.14 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 9 | 25.71 | 20 | 57.14 | 6 | 17.14 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 29 | 34.52 | 55 | 65.48 | 0 | 0 | 84 |
| Total | 0 | 0 | 25 | 2.67 | 261 | 27.85 | 371 | 39.59 | 280 | 29.88 | 937 |

Investment of time and other resources by the management with an objective to ensure development of employees is very important for any organization. This is well taken care at Hindustan Lever as 61.33 percent respondents from the said organization have stated that it is almost always true for their organization and stands as a strong positive point to prove the interest and willingness of the top management in the development of their employees. The combined response of 4 and 5 shows that

96 percent respondents from Bilag Industries, 95.65 percent from Blue Star and 92.75 percent respondents from Raymond stated that top management is highly willing to invest a considerable part of their time and other resources to ensure the development of employees. Other organizations like Enercon, Blossom Industries and Micro Inks have 85.56, 74.28 and 72.66 percent respectively stating that the top management is fairly willing to invest a considerable part of their time and other resources for the said purpose. At Paper Products 65.48 percent respondents are on the positive end of the scale stating that the top management is at least sufficiently willing to invest their time and other resources for the development of employees. At Aarti Industries 47.42 percent respondents replied on the positive end of the scale, 39.18 percent respondents answered that it is sometimes true and 13.4 percent respondents are of the opinion that it is not true for their organizations. At Reliance Industries it can be observed that 69.46 percent respondents are not sure of the fact whether their top management is really willing to invest their time and other resources to ensure employee development.

Table 6.6: Seniors in this organization take active interest in juniors and help them to learn their job

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 127 | 76.05 | 40 | 23.95 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 30 | 43.48 | 36 | 52.17 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 1 | 2 | 13 | 26 | 36 | 72 | 50 |
| Micro Inks | 0 | 0 | 5 | 3.6 | 17 | 12.23 | 69 | 49.64 | 48 | 34.53 | 139 |
| Aarti Ind. | 0 | 0 | 7 | 7.22 | 33 | 34.02 | 54 | 55.67 | 3 | 3.09 | 97 |
| Raymond | 2 | 1.61 | 2 | 1.61 | 4 | 3.23 | 49 | 39.52 | 67 | 54.03 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 0 | 0 | 35 | 46.67 | 40 | 53.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 26 | 26.8 | 58 | 59.79 | 13 | 13.4 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 6 | 17.14 | 21 | 60 | 8 | 22.86 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 24 | 28.57 | 46 | 54.76 | 14 | 16.67 | 84 |
| Total | 2 | 0.21 | 14 | 1.49 | 114 | 12.17 | 502 | 53.58 | 305 | 32.55 | 937 |

From the data above one can observe that the combined response of 4 and 5 shows 100 percent respondents from Reliance Industries and Hindustan Lever strongly affirm to the statement that the senior officers/executives in their organization take active interest in their juniors and help them to learn their job. Bilag Industries, Blue Star and Raymond had respondents on the positive end of the scale that constituted more than 90 percent. These organizations were those where the respondents were of the opinion that the senior officers mostly take active interest in their juniors and help them to learn their job. At Micro Inks, Enercon, Blossom Industries and Paper Products there were 84.17, 82.86, 73.19 and 71.43 percent respondents on the positive end believing it to be true that the senior officers take considerable interest in their juniors and help them to earn their job. Aarti Industries had 58.76 percent respondents on the positive end indicating that the senior officers take sufficient interest in their juniors and help them to quite an extent in learning their job.

Table 6.7: People lacking competence are helped to acquire competence

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 35 | 20.96 | 132 | 79.04 | 0 | 0 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 26 | 37.68 | 40 | 57.97 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 37 | 74 | 13 | 26 | 50 |
| Micro Inks | 0 | 0 | 7 | 5.04 | 22 | 15.83 | 87 | 62.59 | 23 | 16.55 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 54 | 55.67 | 40 | 41.24 | 3 | 3.09 | 97 |
| Raymond | 2 | 1.61 | 1 | 0.81 | 11 | 8.87 | 38 | 30.65 | 72 | 58.06 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 21 | 28 | 28 | 37.33 | 26 | 34.67 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 4 | 4.12 | 51 | 52.58 | 42 | 43.3 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 9 | 25.71 | 17 | 48.57 | 9 | 25.71 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 36 | 42.86 | 48 | 57.14 | 0 | 0 | 84 |
| Total | 2 | 0.21 | 8 | 0.85 | 195 | 20.81 | 504 | 53.79 | 228 | 24.33 | 937 |

To the given question, 100 percent respondents from Bilag Industries are on the positive end strongly stating that it is very true for their organization. At Enercon, Blue Star and Raymond the respondents on the positive end add up to 95.88, 95.65 and 88.71 percent respectively and are of the opinion that the people lacking competence are fairly helped to acquire competence rather than being left unattended. Micro Inks, Reliance Industries, Blossom Industries and Hindustan Lever had 79.14, 79.04, 74.28 and 72 percent respondents respectively on the positive end of the scale depicting that in these organizations people lacking competence are not left unattended and at least some efforts are made to help them acquire competence. Paper Products has 57.14 percent respondents on the positive end of the scale. Aarti Industries has 55.67 percent of the respondents on the option of sometimes true portraying that at Aarti majority of the respondents are not sure of the fact with respect to the given statement.

Table 6.8: Managers believe that employee’s behavior can be changed and people can be developed

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|----------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 10 | 5.99 | 49 | 29.34 | 108 | 64.67 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 22 | 31.88 | 44 | 63.77 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 29 | 58 | 21 | 42 | 50 |
| Micro Inks | 0 | 0 | 1 | 0.72 | 24 | 17.27 | 72 | 51.8 | 42 | 30.22 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 36 | 37.11 | 61 | 62.89 | 0 | 0 | 97 |
| Raymond | 0 | 0 | 5 | 4.03 | 10 | 8.06 | 33 | 26.61 | 76 | 61.29 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 14 | 18.67 | 41 | 54.67 | 20 | 26.67 | 75 |
| Enercon | 0 | 0 | 4 | 4.12 | 12 | 12.37 | 47 | 48.45 | 34 | 35.05 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 3 | 8.57 | 18 | 51.43 | 14 | 40 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 29 | 34.52 | 23 | 27.38 | 32 | 38.1 | 84 |
| Total | 0 | 0 | 10 | 1.07 | 141 | 15.05 | 395 | 42.16 | 391 | 41.73 | 937 |

When asked whether the managers in the organization believed that employee's behavior can be changed and people can be developed at any stage of life, 64.67, 63.77 and 61.29 percent respondents from Reliance Industries, Blue Star and Raymond respectively stated that it is almost always true for their organizations strongly agreeing to the given statement with respect to their respective organizations. The overall response shows 83.89 percent respondents inclined towards the positive end indicating that in almost all the sample organizations the managers believed to a great extent that the employee's behavior can be changed and people can be developed at any stage of their life. The combined response of 4 and 5 depicts the 4 organizations constituting more than 90 percent respondents on the positive end are Bilag Industries, Blue Star, Reliance Industries and blossom Industries with Bilag taking the lead at 100 percent. Other organizations that had the same practice, but of a little lower degree as compared to the former, were Raymond with 87.9 percent, Enercon with 83.5 percent, and Micro Inks with 82.02 percent followed by Hindustan Lever with 81.34 percent respondents on the positive end. Paper Products and Aarti Industries had only 65.48 and 62.89 percent respondents on the positive end stating that the managers in the organizations mostly believed that employee's behavior can be changed and people can be developed at any stage of their life. Overall there were merely 1.07 percent respondents on the negative end.

Table 6.9: People in the organization are helpful to each other

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|----------|-------------|-------------|----------------|-------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 59 | 35.33 | 108 | 64.67 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 5 | 7.25 | 23 | 33.33 | 41 | 59.42 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 2 | 4 | 28 | 56 | 20 | 40 | 50 |
| Micro Inks | 0 | 0 | 0 | 0 | 9 | 6.47 | 65 | 46.76 | 65 | 46.76 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 13 | 13.4 | 81 | 83.51 | 3 | 3.09 | 97 |
| Raymond | 0 | 0 | 4 | 3.23 | 14 | 11.29 | 32 | 25.81 | 74 | 59.68 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 11 | 14.67 | 33 | 44 | 31 | 41.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 12 | 12.37 | 41 | 42.27 | 44 | 45.36 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 3 | 8.57 | 21 | 60 | 11 | 31.43 | 35 |
| Paper Products | 0 | 0 | 15 | 17.86 | 16 | 19.05 | 30 | 35.71 | 23 | 27.38 | 84 |
| Total | 0 | 0 | 19 | 2.03 | 85 | 9.07 | 413 | 44.08 | 420 | 44.82 | 937 |

On the question of people in the organization being helpful to each other, almost all organizations but Paper Products, had respondents more than 80 percent on the positive end. 100 percent respondents from Reliance Industries believed that people in their organizations were always helpful to each other. It can be observed from the combined response of 4 and 5 that all the other organizations except Paper Products were at marginally varying levels. Bilag Industries had 96 percent, Micro Inks had 93.52 percent, Blue Star had 92.75 percent, Blossom Industries had 91.43 percent, Enercon had 87.63 percent, Aarti Industries had 86.6 percent, Raymond had 85.49 percent and Hindustan Lever had 85.33 percent respondents on the positive end believing people in their respective organizations were mostly helpful to each other. Paper Products had only 63.09 percent respondents on the positive end which depicted quite a low degree of agreement as compared to the other organizations with respect to the given statement. Overall there were 88.9 percent respondents on the positive end depicting that people spread over all the sample organizations were mostly helpful to each other. There were only 9.07 percent respondents overall that

were of the opinion that it is only sometimes true that people in their respective organization help each other.

Table 6.10: Employees in this organization are very informal and do not hesitate to discuss their personal problems with their superiors

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|----------|-------------|-------------|----------------|-------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 45 | 26.95 | 51 | 30.54 | 71 | 42.51 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 21 | 30.43 | 45 | 65.22 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 28 | 56 | 22 | 44 | 50 |
| Micro Inks | 0 | 0 | 3 | 2.16 | 34 | 24.46 | 77 | 55.4 | 25 | 17.99 | 139 |
| Aarti Ind. | 0 | 0 | 9 | 9.28 | 52 | 53.61 | 33 | 34.02 | 3 | 3.09 | 97 |
| Raymond | 0 | 0 | 4 | 3.23 | 14 | 11.29 | 30 | 24.19 | 76 | 61.29 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 7 | 9.33 | 45 | 60 | 23 | 30.67 | 75 |
| Enercon | 0 | 0 | 4 | 4.12 | 9 | 9.28 | 50 | 51.55 | 34 | 35.05 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 6 | 17.14 | 15 | 42.86 | 14 | 40 | 35 |
| Paper Products | 0 | 0 | 7 | 8.33 | 24 | 28.57 | 45 | 53.57 | 8 | 9.52 | 84 |
| Total | 0 | 0 | 27 | 2.88 | 194 | 20.7 | 395 | 42.16 | 321 | 34.26 | 937 |

The openness of the employees and interaction with superiors is important, but when asked whether the same was applicable with respect to personal problems the responses varied across the organizations portraying different levels of climate across the organizations. At Blue Star and Raymond 65.22 percent and 61.29 percent respondents respectively stated that it is almost always true for their organization. Looking at the combined response of 4 and 5, one can observe that 100 percent respondents from Bilag Industries were of the opinion that it is very true for their organization followed by Hindustan Lever, Enercon and Blossom Industries with 90.67, 86.6 and 82.86 percent respondents stating that the same is true for their organization. Micro Inks and Reliance Industries had respondents constituting more than 70 percent on the positive end of the scale. Paper Products had 63.09 percent respondents on the positive end stating that it is fairly true for their organization.

Majority of the respondents from Aarti Industries were of the opinion that it is sometimes true for their organization constituting 53.61 percent of the whole. At Aarti Industries and Paper Products, it was observed that 9.28 percent and 8.33 percent respondents respectively were on the negative extreme.

Table 6.11: The psychological climate is very conducive to any employee interested in developing himself by acquiring new knowledge and skills

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 152 | 91.02 | 15 | 8.98 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 4 | 5.8 | 16 | 23.19 | 49 | 71.01 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 36 | 72 | 14 | 28 | 50 |
| Micro Inks | 0 | 0 | 5 | 3.6 | 23 | 16.55 | 78 | 56.12 | 33 | 23.74 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 60 | 61.86 | 37 | 38.14 | 0 | 0 | 97 |
| Raymond | 1 | 0.81 | 4 | 3.23 | 12 | 9.68 | 34 | 27.42 | 73 | 58.87 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 17 | 22.67 | 38 | 50.67 | 20 | 26.67 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 4 | 4.12 | 64 | 65.98 | 29 | 29.9 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 9 | 25.71 | 14 | 40 | 12 | 34.29 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 22 | 26.19 | 53 | 63.1 | 9 | 10.71 | 84 |
| Total | 1 | 0.11 | 9 | 0.96 | 151 | 16.12 | 522 | 55.71 | 254 | 27.11 | 937 |

On the given statement, 71.01 percent respondents from Blue Star stated that it is almost always true for their organization. The combined response of 4 and 5 shows that 100 percent respondents from Reliance Industries and Bilag Industries were of the opinion that the psychological climate in their respective organization is highly conducive to all the employees interested in developing himself by acquiring new knowledge and skills. Enercon and Blue Star were two organizations where 95.88 percent and 94.2 percent respondents stated that it is very true for their respective organizations. Raymond, Micro Inks, Hindustan Lever, Blossom Industries and Paper Products had 86.29, 79.86, 77.34, 74.29 and 73.81 percent respondents respectively on the positive extreme of the scale. It can be observed that at Aarti Industries

majority of the respondents constituting 61.86 percent were on the option of Sometimes True and were not sure whether the psychological climate in their organizations was conducive enough to any employee interested in developing himself by acquiring new knowledge and skills.

Table 6.12: Seniors guide their juniors and prepare them for future responsibilities/roles

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|----------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 120 | 71.86 | 47 | 28.14 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 14 | 20.29 | 52 | 75.36 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 2 | 4 | 26 | 52 | 22 | 44 | 50 |
| Micro Inks | 0 | 0 | 7 | 5.04 | 15 | 10.79 | 58 | 41.73 | 59 | 42.45 | 139 |
| Aarti Ind. | 0 | 0 | 1 | 1.03 | 50 | 51.55 | 41 | 42.27 | 5 | 5.15 | 97 |
| Raymond | 0 | 0 | 3 | 2.42 | 12 | 9.68 | 25 | 20.16 | 84 | 67.74 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 0 | 0 | 30 | 40 | 45 | 60 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 16 | 16.49 | 50 | 51.55 | 31 | 31.96 | 97 |
| Blossom Ind. | 0 | 0 | 3 | 8.57 | 6 | 17.14 | 9 | 25.71 | 17 | 48.57 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 35 | 41.67 | 26 | 30.95 | 23 | 27.38 | 84 |
| Total | 0 | 0 | 14 | 1.49 | 139 | 14.83 | 399 | 42.58 | 385 | 41.09 | 937 |

When asked whether the seniors guide their juniors and prepare them for future responsibilities or roles they are likely to take up 75.36 percent respondents from Blue Star stated it is almost always true for their organization. 100 percent respondents from Reliance Industries and Hindustan Lever were on the positive end stating it is always true for their organization. Bilag Industries, Raymond, Micro Inks and Enercon had 96, 87.9, 84.18 and 83.51 percent respondents stating that seniors at their respective organization mostly guide their juniors and prepare them for future responsibilities or roles they are likely to take up. Blossom Industries and Paper Products had more than 50 percent respondents on the positive extreme stating it to be true for their organization. For Aarti Industries 51.55 respondents were not sure of the

fact with respect to the given statement. On the negative extreme there were quite considerable figures at Blossom Industries constituting 8.57 percent of the whole. The overall scenario shows 83.67 percent respondents on the positive extreme.

Table 6.13: Management of this organization makes efforts to identify and utilize the potential of the employees

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|-------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 167 | 100 | 0 | 0 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 10 | 14.49 | 56 | 81.16 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 44 | 88 | 6 | 12 | 50 |
| Micro Inks | 0 | 0 | 8 | 5.76 | 15 | 10.79 | 69 | 49.64 | 47 | 33.81 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 14 | 14.43 | 64 | 65.98 | 19 | 19.59 | 97 |
| Raymond | 2 | 1.61 | 1 | 0.81 | 10 | 8.06 | 29 | 23.39 | 82 | 66.13 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 13 | 17.33 | 23 | 30.67 | 39 | 52 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 13 | 13.4 | 51 | 52.58 | 33 | 34.02 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 3 | 8.57 | 15 | 42.86 | 17 | 48.57 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 17 | 20.24 | 52 | 61.9 | 15 | 17.86 | 84 |
| Total | 2 | 0.21 | 9 | 0.96 | 88 | 9.39 | 524 | 55.92 | 314 | 33.51 | 937 |

Efforts on part of the top management to identify and utilize the potential of the employees are very important. When asked regarding the same more than 80 percent respondents from Bilag Industries were inclined towards the positive extreme stating it to be almost always true and portraying Bilag where top management makes high efforts to identify and utilize the potential of the employees. Combined response of 4 and 5 shows 100 percent respondents from Reliance Industries and Bilag Industries were of the opinion that it is true for their organization. 95.65, 91.43, 89.52, 86.6 and 85.57 percent respondents from Blue Star, Blossom, Raymond, Enercon and Aarti Industries respectively stated it is mostly true for their organization. Micro Inks, Hindustan Lever and Paper Products had considerable percent respondents on the positive end at 83.45, 82.67 and 79.76 percent respectively. Overall it was observed

that, at all the organizations the top management made fair efforts to identify and utilize the potential of the employees.

Table 6.14: Promotion decisions are based on the suitability of the promotee rather than favoritism

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|-------------|--------------------|-------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 126 | 75.45 | 41 | 24.55 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 17 | 24.64 | 49 | 71.01 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 10 | 45 | 90 | 50 |
| Micro Inks | 5 | 3.6 | 9 | 6.47 | 19 | 13.67 | 71 | 51.08 | 35 | 25.18 | 139 |
| Aarti Ind. | 0 | 0 | 13 | 13.4 | 22 | 22.68 | 53 | 54.64 | 9 | 9.28 | 97 |
| Raymond | 0 | 0 | 4 | 3.23 | 16 | 12.9 | 25 | 20.16 | 79 | 63.71 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 13 | 17.33 | 25 | 33.33 | 37 | 49.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 12 | 12.37 | 44 | 45.36 | 41 | 42.27 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 9 | 25.71 | 14 | 40 | 12 | 34.29 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 9 | 10.71 | 37 | 44.05 | 38 | 45.24 | 84 |
| Total | 5 | 0.53 | 26 | 2.77 | 103 | 10.99 | 417 | 44.5 | 386 | 41.2 | 937 |

When asked whether the promotions decisions are based on the suitability of the promotee or favoritism, 71.01 percent respondents from Blue Star stated that at their organization the promotion decisions were solely based on the suitability of the promoter and not on favoritism. The combined response of 4 and 5, shows that 100 percent respondents from Reliance and Bilag Industries were inclined towards the positive extreme stating that the given statement is true for their organization. A large proportion (95.65) percent respondents from Blue Star were of the opinion that it is mostly true for their organization. The following organizations were found at marginal variations, these included Paper Products, Enercon, Raymond and Hindustan Lever with 89.29, 87.63, 83.87 and 82.66 percent respondents respectively on the positive end stating that up to quite an extent the promotion decisions are based on the suitability of the promotee and not on favoritism. At Micro Inks, Blossom Industries

and Aarti Industries the percentage of respondents on the positive end of the scale were 76.26, 74.29 and 63.92 percent respectively justifying that the promotion decisions are fairly based on the suitability of the promotee rather than favoritism.

Table 6.15: There are mechanisms to reward any good work done or any contribution made by employees

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 59 | 35.33 | 108 | 64.67 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 6 | 8.7 | 60 | 86.96 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 20 | 40 | 22 | 44 | 8 | 16 | 50 |
| Micro Inks | 2 | 1.44 | 14 | 10.07 | 35 | 25.18 | 46 | 33.09 | 42 | 30.22 | 139 |
| Aarti Ind. | 0 | 0 | 6 | 6.19 | 8 | 8.25 | 73 | 75.26 | 10 | 10.31 | 97 |
| Raymond | 0 | 0 | 2 | 1.61 | 19 | 15.32 | 32 | 25.81 | 71 | 57.26 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 0 | 0 | 38 | 50.67 | 37 | 49.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 8 | 8.25 | 56 | 57.73 | 33 | 34.02 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 3 | 8.57 | 12 | 34.29 | 20 | 57.14 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 14 | 16.67 | 29 | 34.52 | 41 | 48.81 | 84 |
| Total | 2 | 0.21 | 22 | 2.35 | 110 | 11.74 | 373 | 39.81 | 430 | 45.89 | 937 |

The presence of aforesaid mechanisms itself takes care of the rewards and recognition and depicts a good climate. The level of affirmation to the said statement was very high as all the organizations had respondents on the positive extreme of the scale constituting at least or more than 60 percent. Reliance Industries and Hindustan Lever had 100 percent respondents on the positive end making it highly acceptable that at these organizations there were advanced mechanisms to reward any good work or any contribution made by employees. The organizations with similar responses were Blue Star with 95.66 percent, Enercon with 91.75 percent, Blossom with 91.43 percent, Aarti Industries with 85.57 percent, Paper Products with 83.33 percent, Raymond with 83.07 percent, Micro Inks with 63.31 percent and Bilag Industries with 60 percent respondents on the positive end. At Bilag Industries there were 40 percent

respondents on the option of sometimes true but none on the negative end. At Micro Inks there were more than 10 percent respondents on the negative end and 25 percent respondents were not very sure of the fact with respect to the given statement.

Table 6.16: When an employee does good work, his/her supervising officer takes care to appreciate it

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|----------|-------------|------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 167 | 100 | 0 | 0 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 22 | 31.88 | 44 | 63.77 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 2 | 4 | 22 | 44 | 26 | 52 | 50 |
| Micro Inks | 0 | 0 | 5 | 3.6 | 36 | 25.9 | 56 | 40.29 | 42 | 30.22 | 139 |
| Aarti Ind. | 0 | 0 | 7 | 7.22 | 9 | 9.28 | 74 | 76.29 | 7 | 7.22 | 97 |
| Raymond | 0 | 0 | 2 | 1.61 | 14 | 11.29 | 43 | 34.68 | 65 | 52.42 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 13 | 17.33 | 25 | 33.33 | 37 | 49.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 13 | 13.4 | 45 | 46.39 | 39 | 40.21 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 6 | 17.14 | 14 | 40 | 15 | 42.86 | 35 |
| Paper Products | 0 | 0 | 16 | 19.05 | 15 | 17.86 | 40 | 47.62 | 13 | 15.48 | 84 |
| Total | 0 | 0 | 30 | 3.2 | 111 | 11.85 | 508 | 54.22 | 288 | 30.74 | 937 |

On the given question 63.77 percent respondents from Blue Star stated that it is almost always true for their organization. The combined response shows that 100 percent respondents from Reliance Industries are on the positive end and are of the opinion that it is true with regard to their organization that when an employee does good work, his/her supervising officer takes special care to appreciate it. All the other organizations had respondents on the positive end constituting up to 80 percent. Bilag Industries had 96 percent, Raymond had 87.1 percent, Enercon had 86.6 percent, Aarti Industries had 83.51 percent, Blossom Industries had 82.86 percent and Hindustan Lever had 82.66 percent respondents on the positive end of the scale. Micro Inks and Paper Products also had large number of respondents on the positive

end at 70.51 and 63.1 percent respectively. At Paper Products there were 19.05 percent respondents on the negative end.

Table 6.17: Performance appraisal reports are based on objective assessment and adequate information not on favoritism

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 45 | 26.95 | 18 | 10.78 | 104 | 62.28 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 5 | 7.25 | 14 | 20.29 | 50 | 72.46 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 42 | 84 | 8 | 16 | 50 |
| Micro Inks | 1 | 0.72 | 14 | 10.07 | 22 | 15.83 | 67 | 48.2 | 35 | 25.18 | 139 |
| Aarti Ind. | 0 | 0 | 8 | 8.25 | 34 | 35.05 | 50 | 51.55 | 5 | 5.15 | 97 |
| Raymond | 1 | 0.81 | 3 | 2.42 | 24 | 19.35 | 37 | 29.84 | 59 | 47.58 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 0 | 0 | 39 | 52 | 36 | 48 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 17 | 17.53 | 34 | 35.05 | 46 | 47.42 | 97 |
| Blossom Ind. | 0 | 0 | 3 | 8.57 | 6 | 17.14 | 6 | 17.14 | 20 | 57.14 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 7 | 8.33 | 15 | 17.86 | 62 | 73.81 | 84 |
| Total | 2 | 0.21 | 28 | 2.99 | 160 | 17.08 | 322 | 34.36 | 425 | 45.36 | 937 |

To the given statement, the results varied across the organizations ranging from 100 percent respondents to 56.7 percent respondents on the positive end. Bilag and Hindustan Lever were the two organizations where all the respondents believed it to be true that performance appraisal reports in their organization were based in objective assessment and adequate information and not on favoritism. The organizations that followed were Blue Star at 92.75 percent, Paper Products at 91.67 percent, Enercon at 82.47 percent, Raymond at 77.42 percent, Blossom at 74.28 percent, Micro Inks at 73.38 percent and Reliance Industries at 73.06 percent respondents on the positive end. Majority of respondents from Aarti Industries were on the positive end constituting only 56.7 percent of the whole. At Micro Inks there were 10.79 percent respondents on the negative end that stated, performance appraisal

reports are not based on objective assessment and adequate information. Overall there were 79.72 percent respondents on the positive end.

Table 6.18: People in this organization do not have any fixed mental impressions about each other

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 167 | 100 | 0 | 0 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 28 | 40.58 | 38 | 55.07 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 3 | 6 | 26 | 52 | 21 | 42 | 50 |
| Micro Inks | 3 | 2.16 | 8 | 5.76 | 26 | 18.71 | 79 | 56.83 | 23 | 16.55 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 51 | 52.58 | 43 | 44.33 | 3 | 3.09 | 97 |
| Raymond | 0 | 0 | 4 | 3.23 | 29 | 23.39 | 46 | 37.1 | 45 | 36.29 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 10 | 13.33 | 24 | 32 | 41 | 54.67 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 9 | 9.28 | 59 | 60.82 | 29 | 29.9 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 9 | 25.71 | 17 | 48.57 | 9 | 25.71 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 27 | 32.14 | 57 | 67.86 | 0 | 0 | 84 |
| Total | 3 | 0.32 | 12 | 1.28 | 167 | 17.82 | 546 | 58.27 | 209 | 22.31 | 937 |

People having fixed mental impressions about each other have a considerable impact on the climate of the organization. Looking at the above data one can observe that none of the 10 organizations have respondents constituting more than 60 percent on the option of almost always true. The combined responses of 4 and 5 shows that there are 100 percent respondents from Reliance Industries those are of the opinion that it is true for their organization. The organizations that have a considerable amount of respondents on the positive end are Blue Star, Bilag Industries, Enercon, Hindustan Lever, Blossom Industries, Raymond and Micro Inks with 95.65, 94, 90.72, 86.67, 74.28, 73.39 and 73.38 percent respectively. Aarti Industries had more than 50 percent respondents on the option of sometimes true. Overall there were almost 81 percent respondents on the positive end for the given statement.

Table 6.19: Employees are encouraged to experiment with new methods and try out creative ideas

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 3 | 1.8 | 164 | 98.2 | 0 | 0 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 25 | 36.23 | 41 | 59.42 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 31 | 62 | 19 | 38 | 50 |
| Micro Inks | 2 | 1.44 | 7 | 5.04 | 33 | 23.74 | 65 | 46.76 | 32 | 23.02 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 67 | 69.07 | 30 | 30.93 | 0 | 0 | 97 |
| Raymond | 1 | 0.81 | 4 | 3.23 | 32 | 25.81 | 41 | 33.06 | 46 | 37.1 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 12 | 16 | 40 | 53.33 | 23 | 30.67 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 8 | 8.25 | 51 | 52.58 | 38 | 39.18 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 9 | 25.71 | 15 | 42.86 | 11 | 31.43 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 15 | 17.86 | 31 | 36.9 | 38 | 45.24 | 84 |
| Total | 3 | 0.32 | 11 | 1.17 | 182 | 19.42 | 493 | 52.61 | 248 | 26.47 | 937 |

When asked whether employees are encouraged to experiment with new methods and try out creative ideas, Blue Star was found the highest against other organizations on the option of almost always true at 59.42 percent respondents. Majority of the organizations had responses clustered on the option of mostly true where Reliance Industries took the lead at 98.2 percent. The combined response of 4 and 5 shows that 100 percent respondents from Bilag Industries were on the positive end and stated that it is true for their organization. Enercon, Hindustan Lever, Paper Products, Blossom and Raymond had responses more than 70 percent that constituted 91.76, 84, 82.14, 74.29 and 70.16 percent respectively stating that it is mostly true for their organization. In Micro Inks, 69.78 percent respondents were on the positive end of the scale. Aarti Industries had majority of the respondents on the option of Sometimes True at 69.07 percent. Overall there were 79 percent respondents on the positive extreme.

Table 6.20: When employee makes a mistake, his/her supervisors treat it with understanding

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|-------------|--------------------|-------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 130 | 77.84 | 37 | 22.16 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 4 | 5.8 | 23 | 33.33 | 42 | 60.87 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 26 | 52 | 8 | 16 | 16 | 32 | 50 |
| Micro Inks | 0 | 0 | 1 | 0.72 | 23 | 16.55 | 65 | 46.76 | 50 | 35.97 | 139 |
| Aarti Ind. | 0 | 0 | 6 | 6.19 | 28 | 28.87 | 63 | 64.95 | 0 | 0 | 97 |
| Raymond | 1 | 0.81 | 2 | 1.61 | 23 | 18.55 | 65 | 52.42 | 33 | 26.61 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 10 | 13.33 | 24 | 32 | 41 | 54.67 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 12 | 12.37 | 43 | 44.33 | 42 | 43.3 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 9 | 25.71 | 17 | 48.57 | 9 | 25.71 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 19 | 22.62 | 38 | 45.24 | 27 | 32.14 | 84 |
| Total | 1 | 0.11 | 9 | 0.96 | 154 | 16.44 | 476 | 50.8 | 297 | 31.7 | 937 |

To the given question 60.87 percent respondents from Blue Star stated that it is almost always true for their organization. Reliance Industries had 100 percent respondents on the positive end stating it is true for their organization. Blue Star, Enercon, Hindustan Lever and Micro Inks had 94.2, 87.63, 86.67 and 82.73 percent respondents respectively on the positive end. Raymond, Paper Products and Blossom Industries had respondents constituting more than 70 percent on the positive end stating it is mostly true for their organization. Aarti Industries had a considerable percent of respondents on the positive end constituting 64.95 percent. Majority of the respondents from Bilag Industries constituting 52 percent are on the option of sometimes true and hence are not sure of the fact with respect to the given statement. Overall there are 82.5 percent respondents on the positive end.

Table 6.21: Weaknesses of employees are communicated to them in a non-threatening way

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|-----------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 42 | 25.15 | 88 | 52.69 | 37 | 22.16 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 34 | 49.28 | 32 | 46.38 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 3 | 6 | 44 | 88 | 3 | 6 | 50 |
| Micro Inks | 0 | 0 | 8 | 5.76 | 22 | 15.83 | 78 | 56.12 | 31 | 22.3 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 7 | 7.22 | 88 | 90.72 | 2 | 2.06 | 97 |
| Raymond | 2 | 1.61 | 3 | 2.42 | 44 | 35.48 | 45 | 36.29 | 30 | 24.19 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 6 | 8 | 26 | 34.67 | 43 | 57.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 8 | 8.25 | 59 | 60.82 | 30 | 30.93 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 3 | 8.57 | 24 | 68.57 | 8 | 22.86 | 35 |
| Paper Products | 0 | 0 | 7 | 8.33 | 8 | 9.52 | 20 | 23.81 | 49 | 58.33 | 84 |
| Total | 2 | 0.21 | 18 | 1.92 | 146 | 15.58 | 506 | 54 | 265 | 28.28 | 937 |

When asked whether weaknesses of the employees are communicated to them in a non-threatening way, 58.33 percent respondents from Paper Products stated that it is almost always true for their organization. Looking at the combined response of 4 and 5, it can be observed that Blue Star had 95.66 percent, Bilag Industries 94 percent, Aarti Industries 92.78 percent, Hindustan Lever 92 percent, Enercon 91.75 percent and Blossom 91.43 percent respondents respectively on the positive end. Paper Products, Micro Inks, Reliance Industries and Raymond had quite considerable respondents on the positive end. There were merely 2.13 percent respondents on the negative end. Overall there were 82.28 percent respondents on the positive end stating it is mostly true for almost all the organizations.

Table 6.22: When behavior feedback is given to employees they take it seriously and use it for development

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 130 | 77.84 | 37 | 22.16 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 26 | 37.68 | 40 | 57.97 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 39 | 78 | 11 | 22 | 50 |
| Micro Inks | 2 | 1.44 | 4 | 2.88 | 31 | 22.3 | 72 | 51.8 | 30 | 21.58 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 35 | 36.08 | 62 | 63.92 | 0 | 0 | 97 |
| Raymond | 3 | 2.42 | 2 | 1.61 | 37 | 29.84 | 52 | 41.94 | 30 | 24.19 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 21 | 28 | 23 | 30.67 | 31 | 41.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 4 | 4.12 | 57 | 58.76 | 36 | 37.11 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 12 | 34.29 | 14 | 40 | 9 | 25.71 | 35 |
| Paper Products | 0 | 0 | 5 | 5.95 | 22 | 26.19 | 49 | 58.33 | 8 | 9.52 | 84 |
| Total | 5 | 0.53 | 11 | 1.17 | 165 | 17.61 | 524 | 55.92 | 232 | 24.76 | 937 |

On the statement mentioned above, 57.97 percent respondents from Blue Star were of the opinion that it is almost always true for their organization that when behavior feedback is given to employees they take it seriously and use it for their development. The combined response of 4 and 5 shows that 100 percent of the respondents from Reliance Industries and Bilag Industries are inclined towards the positive extreme. Enercon, Micro Inks, Hindustan Lever, Paper Products, Raymond, Blossom Industries and Aarti Industries had 95.87, 73.38, 72, 67.85, 66.13, 65.71 and 63.92 percent respondents respectively on the positive end. More than 30 percent respondents from Aarti Industries and Blossom Industries are not sure of the fact that when behavior feedback is given to employees they take it seriously and use it for development.

Table 6.23: Employees find out their strengths and weaknesses from their supervisory officers or colleagues

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 96 | 57.49 | 71 | 42.51 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 32 | 46.38 | 34 | 49.28 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 2 | 4 | 42 | 84 | 6 | 12 | 50 |
| Micro Inks | 5 | 3.6 | 6 | 4.32 | 49 | 35.25 | 59 | 42.45 | 20 | 14.39 | 139 |
| Aarti Ind. | 0 | 0 | 17 | 17.53 | 44 | 45.36 | 36 | 37.11 | 0 | 0 | 97 |
| Raymond | 1 | 0.81 | 2 | 1.61 | 42 | 33.87 | 44 | 35.48 | 35 | 28.23 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 6 | 8 | 35 | 46.67 | 34 | 45.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 4 | 4.12 | 68 | 70.1 | 25 | 25.77 | 97 |
| Blossom Ind. | 0 | 0 | 3 | 8.57 | 6 | 17.14 | 24 | 68.57 | 2 | 5.71 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 20 | 23.81 | 41 | 48.81 | 23 | 27.38 | 84 |
| Total | 6 | 0.64 | 28 | 2.99 | 176 | 18.78 | 477 | 50.91 | 250 | 26.68 | 937 |

On the given question none of the 10 organizations had respondents constituting more than 50 percent on the option of almost always true. Looking at the combined response of 4 and 5 one can observe that there are 100 percent respondents from Reliance Industries that are on the positive end and believe that at their organization employees take pains to find out their strengths and weaknesses from their supervisory officers or colleagues. Ninety six percent respondents from Bilag Industries, 95.66 percent from Blue Star, and 95.87 percent respondents from Enercon are of the opinion that it is true for their organization. Other organizations like Hindustan Lever, Paper Products, Blossom Industries, Raymond and Micro Inks had 92, 76.19, 74.28, 63.71 and 56.84 percent respondents on the positive end. Majority of the respondents from Aarti Industries are on the option of sometimes true constituting 45.36 percent respondents. 17.53 percent respondents from Aarti Industries are on the negative end.

Table 6.24: When employees are sponsored for training, they take it seriously and try to learn from the programs

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 59 | 35.33 | 108 | 64.67 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 5 | 7.25 | 22 | 31.88 | 42 | 60.87 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 5 | 10 | 32 | 64 | 13 | 26 | 50 |
| Micro Inks | 0 | 0 | 4 | 2.88 | 29 | 20.86 | 67 | 48.2 | 39 | 28.06 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 66 | 68.04 | 31 | 31.96 | 0 | 0 | 97 |
| Raymond | 4 | 3.23 | 0 | 0 | 21 | 16.94 | 30 | 24.19 | 69 | 55.65 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 21 | 28 | 15 | 20 | 39 | 52 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 21 | 21.65 | 51 | 52.58 | 25 | 25.77 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 15 | 42.86 | 12 | 34.29 | 8 | 22.86 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 16 | 19.05 | 35 | 41.67 | 33 | 39.29 | 84 |
| Total | 4 | 0.43 | 4 | 0.43 | 199 | 21.24 | 354 | 37.78 | 376 | 40.13 | 937 |

To the given question 64.67 percent respondents from Reliance Industries and 60.87 respondents from Blue Star stated that it is almost always true for their organization. Looking at the combined response of 4 and 5, one can observe that 100 percent respondents from Reliance industries are of the opinion that it is almost true for their organization. There are other organizations like Blue Star, Bilag Industries, Paper Products, Raymond, Enercon, Micro Inks and Hindustan Lever having 92.75, 90, 80.96, 79.84, 78.35, 76.26 and 72 percent respondents on the positive end stating that it is mostly true for their organization. At Blossom industries 57.15 percent respondents were on the positive end believing it to be fairly true that employees sponsored for training take it seriously and try to learn from programs they attend. At Aarti Industries majority of the respondents constituting 68.04 percent were not sure of the fact with respect to the given statement in their organization.

Table 6.25: Employees returning from training programs are given opportunities to try out what they have learned

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|----------|-------------|------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 96 | 57.49 | 71 | 42.51 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 9 | 13.04 | 27 | 39.13 | 33 | 47.83 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 3 | 6 | 41 | 82 | 6 | 12 | 50 |
| Micro Inks | 0 | 0 | 7 | 5.04 | 39 | 28.06 | 76 | 54.68 | 17 | 12.23 | 139 |
| Aarti Ind. | 0 | 0 | 7 | 7.22 | 59 | 60.82 | 28 | 28.87 | 3 | 3.09 | 97 |
| Raymond | 0 | 0 | 1 | 0.81 | 24 | 19.35 | 41 | 33.06 | 58 | 46.77 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 17 | 22.67 | 10 | 13.33 | 48 | 64 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 13 | 13.4 | 63 | 64.95 | 21 | 21.65 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 12 | 34.29 | 9 | 25.71 | 14 | 40 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 0 | 0 | 29 | 34.52 | 55 | 65.48 | 84 |
| Total | 0 | 0 | 15 | 1.6 | 176 | 18.78 | 420 | 44.82 | 326 | 34.79 | 937 |

Employees returning from training should be given opportunities to try out what they have learnt. 65.48 percent respondents from Paper Products were of the opinion that it is almost always true for their organization portraying Paper Products as an organization where employees returning from training are given ample opportunities or trying out what they have learnt. The combined response of 4 and 5 shows 100 percent respondents from Reliance Industries and Paper Products stated that it is true for their organization. Bilag Industries, Blue Star, Enercon Raymond, Hindustan Lever had 94, 86.96, 86.6, 79.83 and 77.33 percent respondents respectively on the positive end stating that it is mostly true for their organization. Micro Inks and Blossom had 66.91 and 65.71 percent respondents on the positive end who believed that it is fairly true for their organization. At Aarti Industries majority of the respondents (89.69 percent) were of not sure whether the said statement is true for

their organization or not. Overall 18.78 percent respondents were not sure of the fact with respect to the given statement.

Table 6.26: Employees are sponsored for training programs on the basis of genuine training needs

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 37 | 22.16 | 81 | 48.5 | 49 | 29.34 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 4 | 5.8 | 11 | 15.94 | 54 | 78.26 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 2 | 4 | 41 | 82 | 7 | 14 | 50 |
| Micro Inks | 2 | 1.44 | 2 | 1.44 | 38 | 27.34 | 62 | 44.6 | 35 | 25.18 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 74 | 76.29 | 23 | 23.71 | 0 | 0 | 97 |
| Raymond | 2 | 1.61 | 2 | 1.61 | 38 | 30.65 | 42 | 33.87 | 40 | 32.26 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 10 | 13.33 | 39 | 52 | 26 | 34.67 | 75 |
| Enercon | 0 | 0 | 5 | 5.15 | 8 | 8.25 | 33 | 34.02 | 51 | 52.58 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 12 | 34.29 | 6 | 17.14 | 17 | 48.57 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 9 | 10.71 | 30 | 35.71 | 45 | 53.57 | 84 |
| Total | 4 | 0.43 | 9 | 0.96 | 232 | 24.76 | 368 | 39.27 | 324 | 34.58 | 937 |

When asked whether employees are sponsored for training programs on the basis of genuine training needs 78.86 percent respondents from Blue Star were of the opinion that it is almost always true for their organization portraying Blue Star as an organization where proper consideration is given to training needs and then employees are sponsored for training if required. The combined response of 4 and 5 shows that 96 percent respondents from Bilag Industries, 89.28 percent from Paper Products, 86.67 percent respondents from Hindustan Lever, 86.6 percent respondents from Enercon are on the positive end and of the opinion that it is mostly true for their organization. Reliance Industries, Micro Inks, Raymond and Blossom Industries had 77.84, 69.78, 66.13 and 65.71 percent respondents respectively on the positive end stating it is mostly true for their organization. Aarti Industries had 76.29 percent respondents on the option of sometimes true and it seemed as if the respondents were

not sure whether the employees were really sponsored for training on the basis of genuine training needs.

Table 6.27: People trust each other in this organization

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|----------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 130 | 77.84 | 37 | 22.16 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 9 | 13.04 | 17 | 24.64 | 43 | 62.32 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 2 | 4 | 24 | 48 | 24 | 48 | 50 |
| Micro Inks | 0 | 0 | 1 | 0.72 | 13 | 9.35 | 69 | 49.64 | 56 | 40.29 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 13 | 13.4 | 84 | 86.6 | 0 | 0 | 97 |
| Raymond | 0 | 0 | 1 | 0.81 | 21 | 16.94 | 36 | 29.03 | 66 | 53.23 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 0 | 0 | 43 | 57.33 | 32 | 42.67 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 9 | 9.28 | 53 | 54.64 | 35 | 36.08 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 6 | 17.14 | 15 | 42.86 | 14 | 40 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 22 | 26.19 | 40 | 47.62 | 22 | 26.19 | 84 |
| Total | 0 | 0 | 2 | 0.21 | 95 | 10.14 | 511 | 54.54 | 329 | 35.11 | 937 |

It is important for an organization that people trust each other. When asked whether the same is true for their organization, 62.32 percent respondents from Blue Star stated that it is almost always true for their organization. The combined response of 4 and 5 shows that 100 percent respondents from Reliance Industries and Hindustan Lever are of the opinion that it is mostly true for their organization. Not afar are organizations like Bilag Industries and Enercon with 96 and 90.72 percent respondents respectively on the positive end. Micro Inks, Blue Star, Aarti Industries, Blossom Industries and Raymond had 89.93, 86.96, 86.6, 82.86 and 82.86 percent respondents respectively on the positive end stating that it is fairly true that people in their respective organizations trust each other. Paper Products had 73.81 percent respondents on the positive end stating that it is true for their organization up to quite an extent. Over all only 10 percent respondents were not sure of the fact and only 0.21 percent believed it to be not true.

Table 6.28: Employees are not afraid to express or discuss their feelings with their subordinates

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|-----------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 14 | 8.38 | 116 | 69.46 | 37 | 22.16 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 6 | 8.7 | 16 | 23.19 | 47 | 68.12 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 2 | 4 | 25 | 50 | 23 | 46 | 50 |
| Micro Inks | 0 | 0 | 1 | 0.72 | 23 | 16.55 | 75 | 53.96 | 40 | 28.78 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 26 | 26.8 | 71 | 73.2 | 0 | 0 | 97 |
| Raymond | 1 | 0.81 | 4 | 3.23 | 20 | 16.13 | 59 | 47.58 | 40 | 32.26 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 4 | 5.33 | 42 | 56 | 29 | 38.67 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 16 | 16.49 | 47 | 48.45 | 34 | 35.05 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 6 | 17.14 | 15 | 42.86 | 14 | 40 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 30 | 35.71 | 40 | 47.62 | 14 | 16.67 | 84 |
| Total | 1 | 0.11 | 5 | 0.53 | 147 | 15.69 | 506 | 54 | 278 | 29.67 | 937 |

To the given question, 68.12 percent respondents from Blue Star stated that it is almost always true for their organization portraying Blue Star where there is openness on both the ends as far as expressing or discussing of feelings with subordinates is concerned. The combined response shows there are 4 organizations where the respondents on the positive end constitute more than 90 percent. These organizations include Reliance Industries, Blue Star, Bilag Industries and Hindustan Lever as they had 91.62, 91.31, 96 and 94.67 percent respondents respectively on the positive end stating that it is mostly true for their organization. Other organization with the same attribute but at a little lower degree were Enercon, Blossom Industries, Micro Inks and Raymond having 83.5, 82.86, 82.74 and 79.84 percent respondents respectively on the positive end. Aarti Industries and Paper Products had quite considerable percent respondents on the positive end that constituted 73.2 and 64.29 percent respondents respectively. Overall it was observed that people largely agreed

that it is true that employees are generally not afraid or less afraid to express their feelings with their subordinates.

Table 6.29: Employees are encouraged to take initiatives and do things on their own without waiting for instructions

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 167 | 100 | 0 | 0 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 22 | 31.88 | 44 | 63.77 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 1 | 2 | 40 | 80 | 9 | 18 | 50 |
| Micro Inks | 0 | 0 | 6 | 4.32 | 40 | 28.78 | 69 | 49.64 | 24 | 17.27 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 65 | 67.01 | 32 | 32.99 | 0 | 0 | 97 |
| Raymond | 0 | 0 | 2 | 1.61 | 16 | 12.9 | 63 | 50.81 | 43 | 34.68 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 4 | 5.33 | 34 | 45.33 | 37 | 49.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 21 | 21.65 | 67 | 69.07 | 9 | 9.28 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 12 | 34.29 | 14 | 40 | 9 | 25.71 | 35 |
| Paper Products | 7 | 8.33 | 27 | 32.14 | 33 | 39.29 | 17 | 20.24 | 0 | 0 | 84 |
| Total | 7 | 0.75 | 35 | 3.74 | 195 | 20.81 | 525 | 56.03 | 175 | 18.68 | 937 |

With respect to the given question, 63.77 percent respondents from Blue Star stated that it is almost always true for their organization. The combined response of 4 and 5 shows that 100 percent respondents from Reliance Industries were of the opinion that it is mostly true for their organization that employees are encouraged to take initiatives and do things on their own without having to wait for instructions from supervisors. Not afar were Bilag Industries, Blue Star and Hindustan Lever as they had 98, 95.65 and 94.66 percent respondents respectively on the positive end stating it is true for their organization. Raymond, Enercon, Micro Inks and Blossom Industries had quite considerable respondents on the positive end that constituted 85.49, 78.35, 66.91 and 65.71 percent respondents respectively. For Aarti Industries majority of the respondents were on the option of Sometimes True that seemed to be not clear on the given statement with respect to the given statement. It can be observed from the data

that majority of the respondents from Paper Products were on the negative end constituting 40.47 percent respondents stating that it is not true for their organization that employees are encouraged to take initiatives and do things on their own without having to wait for instructions from supervisors.

Table 6.30: Delegation of authority is quite common in this organization

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 167 | 100 | 0 | 0 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 7 | 10.14 | 25 | 36.23 | 37 | 53.62 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 6 | 12 | 23 | 46 | 21 | 42 | 50 |
| Micro Inks | 0 | 0 | 9 | 6.47 | 26 | 18.71 | 75 | 53.96 | 29 | 20.86 | 139 |
| Aarti Ind. | 0 | 0 | 6 | 6.19 | 73 | 75.26 | 18 | 18.56 | 0 | 0 | 97 |
| Raymond | 3 | 2.42 | 1 | 0.81 | 22 | 17.74 | 55 | 44.35 | 43 | 34.68 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 17 | 22.67 | 19 | 25.33 | 39 | 52 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 20 | 20.62 | 58 | 59.79 | 19 | 19.59 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 15 | 42.86 | 14 | 40 | 6 | 17.14 | 35 |
| Paper Products | 0 | 0 | 22 | 26.19 | 40 | 47.62 | 15 | 17.86 | 7 | 8.33 | 84 |
| Total | 3 | 0.32 | 38 | 4.06 | 226 | 24.12 | 469 | 50.05 | 201 | 21.45 | 937 |

When asked whether delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization, 53.62 percent respondents from Blue Star stated that it is almost always true for their organization. 75.26 percent respondents from Aarti Industries and 47.62 percent respondents from Paper Products were not sure of the fact with respect to the given statement. Reliance Industries took the lead on the positive end with 100 percent respondents firmly stating that it is very true for their organization. Blue Star, Bilag Industries, Enercon, Raymond and Micro Inks were organizations where 89.85, 88, 79.38, 79.03, 77.33 and 74.82 percent respondents respectively on the positive end stating that it is mostly true for their organization. Blossom Industries had 57.14 percent respondents on the positive end that were marginally above the latter constituting 42.86 percent

respondents and stating it is only sometimes true for their organization. Over all one can observe that the positive end had only 71.5 percent of the total responses.

Table 6.31: When seniors delegate authority to juniors, the juniors use it as an opportunity for development

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 69 | 41.32 | 13 | 7.78 | 85 | 50.9 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 31 | 44.93 | 35 | 50.72 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 9 | 18 | 21 | 42 | 20 | 40 | 50 |
| Micro Inks | 0 | 0 | 2 | 1.44 | 21 | 15.11 | 75 | 53.96 | 41 | 29.5 | 139 |
| Aarti Ind. | 0 | 0 | 13 | 13.4 | 60 | 61.86 | 22 | 22.68 | 2 | 2.06 | 97 |
| Raymond | 2 | 1.61 | 1 | 0.81 | 17 | 13.71 | 40 | 32.26 | 64 | 51.61 | 124 |
| Hindustan Lever | 0 | 0 | 6 | 8 | 12 | 16 | 18 | 24 | 39 | 52 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 4 | 4.12 | 64 | 65.98 | 29 | 29.9 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 12 | 34.29 | 8 | 22.86 | 15 | 42.86 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 43 | 51.19 | 25 | 29.76 | 16 | 19.05 | 84 |
| Total | 2 | 0.21 | 22 | 2.35 | 250 | 26.68 | 317 | 33.83 | 346 | 36.93 | 937 |

To this question, 51.61 percent respondents from Raymond, 50.72 percent respondents from Blue Star and 50.9 percent respondents from Reliance Industries stated that it is almost always true for their organization that when seniors delegate authority to juniors, the juniors use it as an opportunity for development. Looking at the combined response one can observe that 95.88 percent respondents from Enercon were of the opinion that it is true for their organization. Micro Inks, Bilag Industries, Hindustan Lever and Blossom Industries had 83.46, 82, 76 and 65.72 percent respondents respectively on the positive end stating that it is true for their organization to quite an extent. Paper Products and Aarti Industries had majority of their respondents on the option of sometimes true constituting 51.19 and 61.86 percent respectively. There were 70.76 percent respondents on the positive end in

totality. In Aarti Industries, 13.4 percent respondents were of the opinion that it is rarely true for their organization.

Table 6.32: Team spirit is high order in this organization

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 82 | 49.1 | 85 | 50.9 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 5 | 7.25 | 29 | 42.03 | 35 | 50.72 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 7 | 14 | 40 | 80 | 3 | 6 | 50 |
| Micro Inks | 0 | 0 | 2 | 1.44 | 16 | 11.51 | 63 | 45.32 | 58 | 41.73 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 23 | 23.71 | 72 | 74.23 | 2 | 2.06 | 97 |
| Raymond | 2 | 1.61 | 2 | 1.61 | 15 | 12.1 | 29 | 23.39 | 76 | 61.29 | 124 |
| Hindustan Lever | 0 | 0 | 6 | 8 | 5 | 6.67 | 37 | 49.33 | 27 | 36 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 25 | 25.77 | 47 | 48.45 | 25 | 25.77 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 6 | 17.14 | 20 | 57.14 | 9 | 25.71 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 44 | 52.38 | 40 | 47.62 | 0 | 0 | 84 |
| Total | 2 | 0.21 | 10 | 1.07 | 146 | 15.58 | 459 | 48.99 | 320 | 34.15 | 937 |

Team spirit is very important for any organization. The combined response of 4 and 5 shows that all the organizations but Paper Products had respondents on the positive end constituting more than 70 percent. Paper Products had majority of the respondents on the option of sometimes true and were not sure of the fact with respect to the given statement. Reliance Industries had 100 percent respondents on the positive end stating that it is mostly true for their organization. Blue Star, Micro Inks, Bilag Industries, Hindustan Lever and Raymond had 92.75, 87.05, 86, 85.33 and 84.68 percent respondents on the positive end. Not afar were Blossom Industries, Aarti Industries and Enercon with 82.85, 76.29 and 74.22 percent respondents on the positive end stating it is fairly true with respect to their organization.

Table 6.33: When problems arise people discuss openly and try to solve rather than accusing each other

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|----------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 123 | 73.65 | 44 | 26.35 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 17 | 24.64 | 49 | 71.01 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 2 | 4 | 29 | 58 | 19 | 38 | 50 |
| Micro Inks | 0 | 0 | 4 | 2.88 | 14 | 10.07 | 86 | 61.87 | 35 | 25.18 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 76 | 78.35 | 21 | 21.65 | 0 | 0 | 97 |
| Raymond | 0 | 0 | 1 | 0.81 | 20 | 16.13 | 49 | 39.52 | 54 | 43.55 | 124 |
| Hindustan Lever | 0 | 0 | 0 | 0 | 13 | 17.33 | 22 | 29.33 | 40 | 53.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 34 | 35.05 | 37 | 38.14 | 26 | 26.8 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 12 | 34.29 | 9 | 25.71 | 14 | 40 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 39 | 46.43 | 45 | 53.57 | 0 | 0 | 84 |
| Total | 0 | 0 | 5 | 0.53 | 213 | 22.73 | 438 | 46.74 | 281 | 29.99 | 937 |

When this question was asked to employees of the sample organization, 71.01 percent respondents from Blue Star stated that it is almost always true for their organization that when problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back. The combined response of 4 and 5 shows that 100 percent respondents from Reliance Industries were of the opinion that it is mostly true for their organization. Bilag Industries, Micro Inks, Raymond and Hindustan Lever had 96, 87.05, 83.07 and 82.66 percent respondents respectively stating that it is true for their organization. Enercon and Paper Products had 64.94 and 53.57 percent respondents respectively on the positive end of the scale stating it is fairly true for their organization. At Aarti Industries 78.35 percent respondents were on not sure as they selected the option of sometimes true. The overall percent respondents on the positive end were 76.73 percent.

Table 6.34: Career opportunities are pointed out to the juniors by the senior officers in the organization

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 71 | 42.51 | 52 | 31.14 | 44 | 26.35 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 8 | 11.59 | 58 | 84.06 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 19 | 38 | 9 | 18 | 22 | 44 | 50 |
| Micro Inks | 0 | 0 | 8 | 5.76 | 28 | 20.14 | 76 | 54.68 | 27 | 19.42 | 139 |
| Aarti Ind. | 0 | 0 | 21 | 21.65 | 70 | 72.16 | 6 | 6.19 | 0 | 0 | 97 |
| Raymond | 4 | 3.23 | 2 | 1.61 | 27 | 21.77 | 37 | 29.84 | 54 | 43.55 | 124 |
| Hindustan Lever | 0 | 0 | 6 | 8 | 6 | 8 | 38 | 50.67 | 25 | 33.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 13 | 13.4 | 54 | 55.67 | 30 | 30.93 | 97 |
| Blossom Ind. | 0 | 0 | 3 | 8.57 | 12 | 34.29 | 6 | 17.14 | 14 | 40 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 15 | 17.86 | 48 | 57.14 | 21 | 25 | 84 |
| Total | 4 | 0.43 | 40 | 4.27 | 264 | 28.18 | 334 | 35.65 | 295 | 31.48 | 937 |

When asked whether career opportunities are pointed out to the juniors by the senior officers in the organization Blue Star had 84.06 percent respondents strongly affirming to the given statement for their organization. However, 4.35 percent respondents from Blue Star were not sure of the fact and selected the option of sometimes true as their response to the given statement. The combined response shows Enercon had 86.6 percent respondents on the positive end stating it is mostly true for their organization. Hindustan Lever and Paper Products were not very far as they had 84 and 82.14 percent respondents respectively on the positive end. Micro Inks, Raymond, Bilag Industries, Reliance Industries and Blossom Industries had 74.1, 73.39, 62, 57.49 and 57.14 percent respondents respectively on the positive end. Aarti Industries had 72.16 percent respondents on the option of sometimes true. One can observe that 21.65 percent respondents from Aarti Industries were of the opinion that it is rarely true for their organization.

Table 6.35: Organization’s future plans are made known to management staff to help them develop their juniors and prepare them for the future

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 162 | 97.01 | 5 | 2.99 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 5 | 7.25 | 61 | 88.41 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 19 | 38 | 26 | 52 | 5 | 10 | 50 |
| Micro Inks | 3 | 2.16 | 11 | 7.91 | 35 | 25.18 | 62 | 44.6 | 28 | 20.14 | 139 |
| Aarti Ind. | 0 | 0 | 0 | 0 | 23 | 23.71 | 37 | 38.14 | 37 | 38.14 | 97 |
| Raymond | 0 | 0 | 4 | 3.23 | 10 | 8.06 | 91 | 73.39 | 19 | 15.32 | 124 |
| Hindustan Lever | 0 | 0 | 6 | 8 | 1 | 1.33 | 26 | 34.67 | 42 | 56 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 4 | 4.12 | 77 | 79.38 | 16 | 16.49 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 12 | 34.29 | 23 | 65.71 | 35 |
| Paper Products | 0 | 0 | 15 | 17.86 | 23 | 27.38 | 27 | 32.14 | 19 | 22.62 | 84 |
| Total | 3 | 0.32 | 36 | 3.84 | 118 | 12.59 | 525 | 56.03 | 255 | 27.21 | 937 |

In response to this question, 88.41 and 65.71 percent respondents from Blue Star and Blossom Industries respectively stated that it is almost always true for their organization that the organization’s future plans are made known to the management staff to help them develop their juniors and prepare them for the future. The combined response of 4 and 5 shows that 100 percent respondents from Reliance Industries and Blossom Industries each were on the positive end. Enercon had 95.87percent, Blue Star had 95.66 percent and Hindustan Lever had 90.67 percent respondents on the positive end. Raymond, Aarti Industries, Micro Inks, Bilag Industries and Paper Products had respondents in the ratio of 88.71, 76.28, 64.74, 62 and 54.76 percent respectively on the positive end. Over all there were 83.24 percent respondents on the positive end. Merely 4.16 percent of total respondents were inclined towards the negative extreme.

Table 6.36: Organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purpose

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|----------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|-------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 0 | 0 | 158 | 94.61 | 9 | 5.39 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 15 | 21.74 | 51 | 73.91 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 3 | 6 | 19 | 38 | 28 | 56 | 50 |
| Micro Inks | 0 | 0 | 5 | 3.6 | 21 | 15.11 | 66 | 47.48 | 47 | 33.81 | 139 |
| Aarti Ind. | 0 | 0 | 7 | 7.22 | 24 | 24.74 | 65 | 67.01 | 1 | 1.03 | 97 |
| Raymond | 0 | 0 | 3 | 2.42 | 14 | 11.29 | 41 | 33.06 | 66 | 53.23 | 124 |
| Hindustan Lever | 0 | 0 | 6 | 8 | 18 | 24 | 35 | 46.67 | 16 | 21.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 29 | 29.9 | 47 | 48.45 | 21 | 21.65 | 97 |
| Blossom Ind. | 0 | 0 | 0 | 0 | 6 | 17.14 | 15 | 42.86 | 14 | 40 | 35 |
| Paper Products | 0 | 0 | 8 | 9.52 | 11 | 13.1 | 21 | 25 | 44 | 52.38 | 84 |
| Total | 0 | 0 | 29 | 3.09 | 129 | 13.77 | 482 | 51.44 | 297 | 31.7 | 937 |

On the given question 73.91 percent respondents from Blue Star stated that it is almost always true for their organization. The combined response of 4 and 5 shows that there are 100 percent respondents from Reliance Industries having the opinion that it is mostly true for their organization. Blue Star, Bilag Industries, Raymond, Blossom Industries and Micro Inks have 95.65, 94, 86.29, 82.86 and 81.29 percent respondents respectively on the positive end. Other organizations like Paper Products had 77.38, Blossom Industries had 70.1 percent, Aarti Industries and Hindustan Lever had 68.04 and 68 percent respondents respectively on the positive end stating that it is true for their respective organizations to a considerable extent. Over all there are 13.77 percent respondents on the option of sometimes true. In total, 83.04 percent respondents are of the opinion that it is true for their organizations.

Table 6.37: Job rotation in this organization facilitates employee development

| Organization | Not True At All | | Rarely True | | Sometimes True | | Mostly True | | Almost Always True | | Total |
|-----------------|-----------------|-------------|-------------|-------------|----------------|--------------|-------------|--------------|--------------------|--------------|------------|
| | Resp | % | Resp | % | Resp | % | Resp | % | Resp | % | |
| Reliance Ind. | 0 | 0 | 0 | 0 | 71 | 42.51 | 74 | 44.31 | 22 | 13.17 | 167 |
| Blue Star | 0 | 0 | 0 | 0 | 3 | 4.35 | 9 | 13.04 | 57 | 82.61 | 69 |
| Bilag Ind. | 0 | 0 | 0 | 0 | 38 | 76 | 6 | 12 | 6 | 12 | 50 |
| Micro Inks | 4 | 2.88 | 19 | 13.67 | 56 | 40.29 | 47 | 33.81 | 13 | 9.35 | 139 |
| Aarti Ind. | 1 | 1.03 | 26 | 26.8 | 65 | 67.01 | 5 | 5.15 | 0 | 0 | 97 |
| Raymond | 0 | 0 | 6 | 4.84 | 74 | 59.68 | 33 | 26.61 | 11 | 8.87 | 124 |
| Hindustan Lever | 0 | 0 | 6 | 8 | 27 | 36 | 26 | 34.67 | 16 | 21.33 | 75 |
| Enercon | 0 | 0 | 0 | 0 | 30 | 30.93 | 55 | 56.7 | 12 | 12.37 | 97 |
| Blossom Ind. | 0 | 0 | 6 | 17.14 | 9 | 25.71 | 6 | 17.14 | 14 | 40 | 35 |
| Paper Products | 0 | 0 | 0 | 0 | 61 | 72.62 | 18 | 21.43 | 5 | 5.95 | 84 |
| Total | 5 | 0.53 | 63 | 6.72 | 434 | 46.32 | 279 | 29.78 | 156 | 16.65 | 937 |

On the question of Job Rotation, 82.61 percent respondents from Blue Star stated that it is almost always true for their organization strongly affirming to the given statement. The combined response of 4 and 5 shows that organizations like Reliance Industries, Blossom Industries and Hindustan Lever were at marginally varying levels as they had 57.48, 57.14 and 56 percent respondents respectively on the positive end stating it to be largely true for their organization. Micro Inks had 43.16 percent respondents on the positive end. Organizations like Raymond, Paper Products, Bilag Industries, and Aarti Industries had majority of their respondents on the option of sometimes true and were not sure of the fact whether the same is true for their respective organization or not. Aarti Industries had 27.83 percent respondents on the negative end having opinion that it is rarely true or not at all true for their organization. It can be observed looking at the overall response ratio that the respondents were almost equally spread between the positive end and the option of sometimes true which questioned the actual scenario in the sample industries with regard to job rotation facilitating employee development.

6.4 Factor Analysis for HR Climate

We have used factor analysis techniques to know which factors are responsible for determining HRD climate in sample industries of the study. The theoretical aspects on factor analysis is discussed earlier in Chapter 4.

The adequacy of the data is evaluated on the basis of the results of Kaiser-Meyer-Olkin (KMO) measures of sampling and Bartlett's test of sphericity (homogeneity of variance)

KMO and Bartlett's Test

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .929 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 20806.12 |
| | df | 666 |
| | Sig. | .000 |

The KMO measures of sampling adequacy is 0.929, indicating that the present data are suitable for Factor Analysis. Similarly Bartlett's test of sphericity is statistically significant ($p < 0.05$), indicating sufficient correlation exists between the variables to proceed with the analysis.

All the extracted communalities are acceptable and all variables are fit for the factor solution, as their extraction values are large (extraction > 0.500). To compute the extracted values we have used Principal Component Analysis (PCA) method.

Table 6.38: Communalities

| Communalities | Initial | Extraction |
|--|---------|------------|
| The top management of this organization goes out of its way to make sure that the employees enjoy their work | 1.000 | .581 |
| The top management believes that human resources are extremely important resources and they have to be treated more humanly. | 1.000 | .579 |
| Development of the subordinates is seen as an important part of the job by managers / officers here | 1.000 | .623 |
| The personnel policies of this organization facilitates employee development | 1.000 | .645 |
| The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees | 1.000 | .690 |

| Communalities | Initial | Extraction |
|--|----------------|-------------------|
| Senior officers/executives in this organization take active interest in their juniors and help them to learn their job. | 1.000 | .576 |
| People lacking competence in doing their job are helped to acquire competence rather than being left unattended. | 1.000 | .635 |
| The managers in this organization believe that employee's behavior can be changed and people can be developed at any stage of their life. | 1.000 | .600 |
| People in the organization are helpful to each other | 1.000 | .602 |
| Employees in this organization are very informal and do not hesitate to discuss their personal problems with their superiors | 1.000 | .724 |
| The psychological climate in the organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills | 1.000 | .623 |
| Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up | 1.000 | .643 |
| The top management of this organization makes efforts to identify and utilize the potential of the employees | 1.000 | .684 |
| Promotion decisions are based on the suitability of the promotee rather than favoritism | 1.000 | .680 |
| There are mechanisms in this organization to reward any good work done or any contribution made by employees. | 1.000 | .669 |
| When an employee does good work, his/her supervising officer take special care to appreciate it. | 1.000 | .598 |
| Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism | 1.000 | .728 |
| People in this organization do not have any fixed mental impressions about each other | 1.000 | .575 |
| Employees are encouraged to experiment with new methods and try out creative ideas | 1.000 | .645 |
| When an employee makes a mistake, his/her supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him/her or discouraging him/her | 1.000 | .547 |
| Weaknesses of employees are communicated to them in a non-threatening way. | 1.000 | .582 |
| When behavior feedback is given to employees they take it seriously and use it for development | 1.000 | .615 |
| Employees in this organization take pains to find out their strengths and weaknesses from their supervisory officers or colleagues. | 1.000 | .579 |
| When employees are sponsored for training, they take it seriously and try to learn from the programs they attend. | 1.000 | .603 |
| Employees returning from training programs are given opportunities to try out what they have learned. | 1.000 | .715 |
| Employees are sponsored for training programs on the basis of genuine training needs. | 1.000 | .661 |
| People trust each other in this organization | 1.000 | .627 |
| Employees are not afraid to express or discuss their feelings with their subordinates. | 1.000 | .602 |
| Employees are encouraged to take initiatives and do things on their own without having to wait for instructions from supervisors. | 1.000 | .623 |

| Communalities | Initial | Extraction |
|--|---------|------------|
| Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization | 1.000 | .606 |
| When seniors delegate authority to juniors, the juniors use it as an opportunity for development. | 1.000 | .681 |
| Team spirit is high order in this organization | 1.000 | .587 |
| When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back | 1.000 | .631 |
| Career opportunities are pointed out to the juniors by the senior officers in the organization | 1.000 | .691 |
| The organization's future plans are made known to the management staff to help them develop their juniors and prepare them for the future. | 1.000 | .733 |
| This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purpose. | 1.000 | .443 |
| Job rotation in this organization facilitates employee development | 1.000 | .664 |

Extraction Method: Principal Component Analysis.

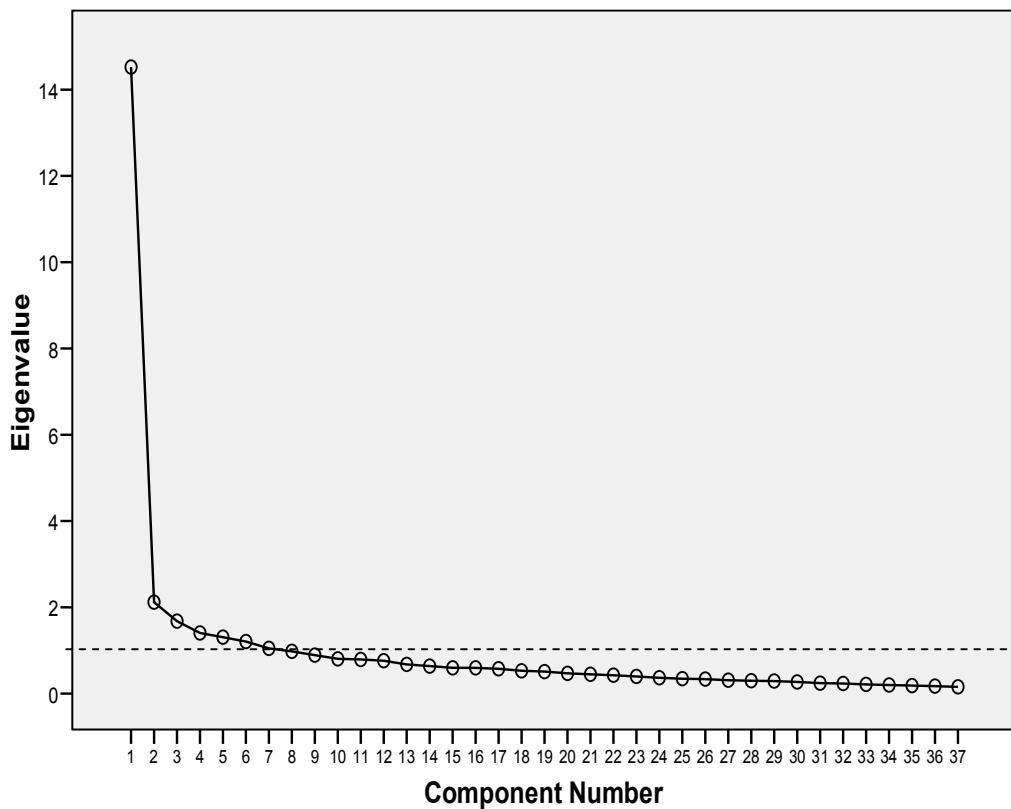
Table 6.39: Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 14.523 | 39.252 | 39.252 | 14.523 | 39.252 | 39.252 | 6.155 | 16.636 | 16.636 |
| 2 | 2.119 | 5.727 | 44.978 | 2.119 | 5.727 | 44.978 | 3.952 | 10.681 | 27.317 |
| 3 | 1.679 | 4.538 | 49.516 | 1.679 | 4.538 | 49.516 | 3.225 | 8.717 | 36.033 |
| 4 | 1.404 | 3.796 | 53.312 | 1.404 | 3.796 | 53.312 | 3.173 | 8.576 | 44.609 |
| 5 | 1.308 | 3.534 | 56.846 | 1.308 | 3.534 | 56.846 | 3.019 | 8.159 | 52.768 |
| 6 | 1.207 | 3.262 | 60.108 | 1.207 | 3.262 | 60.108 | 1.903 | 5.143 | 57.911 |
| 7 | 1.048 | 2.831 | 62.939 | 1.048 | 2.831 | 62.939 | 1.860 | 5.028 | 62.939 |
| 8 | .980 | 2.648 | 65.587 | | | | | | |
| 9 | .892 | 2.412 | 67.999 | | | | | | |
| 10 | .806 | 2.178 | 70.176 | | | | | | |
| 11 | .791 | 2.138 | 72.314 | | | | | | |
| 12 | .761 | 2.058 | 74.372 | | | | | | |
| 13 | .677 | 1.829 | 76.200 | | | | | | |
| 14 | .637 | 1.722 | 77.922 | | | | | | |
| 15 | .598 | 1.615 | 79.538 | | | | | | |
| 16 | .596 | 1.612 | 81.150 | | | | | | |
| 17 | .574 | 1.552 | 82.702 | | | | | | |
| 18 | .529 | 1.429 | 84.131 | | | | | | |
| 19 | .510 | 1.377 | 85.509 | | | | | | |
| 20 | .469 | 1.269 | 86.777 | | | | | | |
| 21 | .448 | 1.209 | 87.987 | | | | | | |
| 22 | .426 | 1.151 | 89.138 | | | | | | |
| 23 | .398 | 1.076 | 90.214 | | | | | | |
| 24 | .366 | .989 | 91.203 | | | | | | |
| 25 | .345 | .932 | 92.135 | | | | | | |
| 26 | .336 | .907 | 93.042 | | | | | | |
| 27 | .310 | .837 | 93.879 | | | | | | |
| 28 | .298 | .804 | 94.684 | | | | | | |
| 29 | .292 | .788 | 95.472 | | | | | | |
| 30 | .270 | .729 | 96.201 | | | | | | |
| 31 | .243 | .656 | 96.858 | | | | | | |
| 32 | .234 | .634 | 97.491 | | | | | | |
| 33 | .213 | .576 | 98.068 | | | | | | |
| 34 | .200 | .540 | 98.607 | | | | | | |
| 35 | .186 | .502 | 99.109 | | | | | | |
| 36 | .173 | .468 | 99.577 | | | | | | |
| 37 | .157 | .423 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.

The first seven components (factors) in the initial solution have an Eigen values over 1 and they account for about 63 per cent of the observed variation in the HR climate of selected industries. According to Kaiser criterion, only first seven factors should be used because subsequent Eigen values are all less than 1. The following figure is also useful tool to decide about the number of factors. If one has draw parallel line to horizontal (dotted line) at Eigen value equals to 1 in Scree Plot, it will tell us how many factors are going to be extracted. In our analysis Scree plot show that seven factors are going to be extracted.

Scree plot



Catell R B (1966) Scree plot involves plotting each of the Eigen values of the factors and inspecting the plot to find a point at which the shape of the curve changes direction and become horizontal. Catell recommends retaining all factors above the

elbow, or break in the plot as these factors contribute the most to the explanation of the variance in the data set.

Table 6.40: Rotated component matrix (a)

| HR-Climate Statements | Component | | | | | | |
|--|-----------|------|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Development of the subordinates is seen as an important part of the job by managers/officers here | .657 | | | | | | |
| When an employee does good work, his/her supervising officer take special care to appreciate it. | .652 | | | | | | |
| The personnel policies of this organization facilitates employee development | .643 | | | | | | |
| The top management of this organization makes efforts to identify and utilize the potential of the employees | .621 | | | | | | |
| People lacking competence in doing their job are helped to acquire competence rather than being left unattended. | .615 | | | | | | |
| The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees. | .596 | | | | | | |
| The top management believes that human resources are extremely important resources and they have to be treated more humanly. | .582 | | | | | | |
| Senior officers/executives in this organization take active interest in their juniors and help them to learn their job. | .571 | | | | | | |
| Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization | .526 | | | | | | |
| This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purpose. | .516 | | | | | | |
| The psychological climate in the organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills | | | | | | | |
| People in this organization do not have any fixed mental impressions about each other | | | | | | | |
| Employees are encouraged to take initiatives and do things on their own without having to wait for instructions from supervisors. | | | | | | | |
| Promotion decisions are based on the suitability of the promotee rather than favoritism | | | | | | | |
| The top management of this organization goes out of its way to make sure that the employees enjoy their work | | | | | | | |
| When seniors delegate authority to juniors, the juniors use it as an opportunity for development. | | .745 | | | | | |
| Team spirit is high order in this organization | | .643 | | | | | |
| Job rotation in this organization facilitates employee development. | | .599 | | | | | |

| HR-Climate Statements | Component | | | | | | |
|--|-----------|------|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Career opportunities are pointed out to the juniors by the senior officers in the organization | | .587 | | | | | |
| When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back | | | | | | | |
| Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up | | | | | | | |
| Weaknesses of employees are communicated to them in a non-threatening way. | | | .717 | | | | |
| When an employee makes a mistake, his/her supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him/her or discouraging him/her | | | .557 | | | | |
| Employees are encouraged to experiment with new methods and try out creative ideas | | | .546 | | | | |
| When behavior feedback is given to employees they take it seriously and use it for development | | | .538 | | | | |
| Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism | | | .518 | | | | |
| Employees returning from training programs are given opportunities to try out what they have learned. | | | | .768 | | | |
| Employees are sponsored for training programs on the basis of genuine training needs. | | | | .625 | | | |
| Employees in this organization take pains to find out their strengths and weaknesses from their supervisory officers or colleagues. | | | | .583 | | | |
| When employees are sponsored for training, they take it seriously and try to learn from the programs they attend. | | | | .554 | | | |
| People in the organization are helpful to each other | | | | | .696 | | |
| The managers in this organization believe that employee's behavior can be changed and people can be developed at any stage of their life. | | | | | .653 | | |
| Employees in this organization are very informal and do not hesitate to discuss their personal problems with their superiors | | | | | .593 | | |
| People trust each other in this organization | | | | | | .645 | |
| Employees are not afraid to express or discuss their feelings with their subordinates. | | | | | | | |
| The organization's future plans are made known to the management staff to help them develop their juniors and prepare them for the future. | | | | | | | .703 |
| There are mechanisms in this organization to reward any good work done or any contribution made by employees. | | | | | | | .513 |

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 13 iterations.

Factor loadings are used to measure correlation between variables and factors. A loading close to 1 indicates a strong correlation between a variable and the factor, while a loading closer to zero indicates weak correlation. Unrotated solutions of factors loading are not suitable for interpretation purpose since the variables generally tend to load on multiple factors. In above table factors are rotated with the used of Varimax with Kaiser Normalization rotation method. We have used Principal Component Analysis (PCA) method for factor extraction. In above table we have reported only those loading whose value is greater than 0.5 for interpretation purpose.

Looking at Table 6.40 (Rotated Component Matrix) one can find that the following statements constitute factor 1:

- Development of the subordinates is seen as an important part of the job by managers / officers here.
- When an employee does good work, his/her supervising officer takes special care to appreciate it.
- The personnel policies of this organization facilitate employee development.
- The top management of this organization makes efforts to identify and utilize the potential of the employees.
- People lacking competence in doing their job are helped to acquire competence rather than being left unattended.
- The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.
- The top management believes that human resources are extremely important resources and they have to be treated more humanly.
- Senior officers/executives in this organization take active interest in their juniors and help them to learn their job.

- Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.
- This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purpose.

Therefore this Factor can be interpreted as '**Support for Employee Development**'. Factor 1 independently contributes 16.63 percent variations in HR climate in selected industries.

Looking at the table 6.40 (Rotated Component Matrix) one can find that factor and comprises the following statements:

- When seniors delegate authority to juniors, the juniors use it as an opportunity for development.
- Team spirit is high order in this organization.
- Job rotation in this organization facilitates employee development.
- Career opportunities are pointed out to the juniors by the senior officers in the organization.

Therefore this Factor can be interpreted as '**Delegation and job rotation for employee development**'. Factor 2 independently contributed 10.68 per cent variation in Human resources climate in selected industries.

Looking at the table 6.40 (Rotated Component Matrix) one can find that factor 3 is a combination of the following statements:

- Weaknesses of employees are communicated to them in a non-threatening way.
- When an employee makes a mistake, his/her supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him/her or discouraging him/her.

- Employees are encouraged to experiment with new methods and try out creative ideas.
- When behavior feedback is given to employees they take it seriously and use it for development.
- Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism.

Therefore this factor can be interpreted as, **Communication and trust between superior and subordinate**. Factor 3 independently contributes 8.71 percent variation in Human resources climate in selected industries.

Looking at the table 6.40 (Rotated Component Matrix) one can find that the following statements constitutes factor 4:

- Employees returning from training programs are given opportunities to try out what they have learned.
- Employees are sponsored for training programs on the basis of genuine training needs.
- Employees in this organization take pains to find out their strengths and weaknesses from their supervisory officers or colleagues.
- When employees are sponsored for training, they take it seriously and try to learn from the programs they attend.

Therefore this factor can be interpreted as ‘**Effectiveness of development programs**’ Factor 4 independently contributed 8.57 per cent variation in Human resources climate in selected industries.

Looking at the table 6.40 (Rotated Component Matrix) one can find that the following statements constitute factor 5:

- People in the organization are helpful to each other.
- The managers in this organization believe that employee's behavior can be changed and people can be developed at any stage of their life.
- Employees in this organization are very informal and do not hesitate to discuss their personal problems with their superiors.

Therefore this factor can be interpreted as '**Employee relations**'. Factor 5 independently contributes 8.15 per cent variation in the Human resources climate in selected industries.

Looking at the table 6.40 (Rotated Component Matrix) one can find that factor 6 comprises only one statement:

- People trust each other in this organization

Therefore this factor can be interpreted as **Mutual trust in the organization**. Factor 6 independently contributes 5.14 percent variation in the Human resources climate in selected industries.

Looking at the table 6.40 (Rotated Component Matrix) one can find that factor 7 comprises the following statements:

- The organization's future plans are made known to the management staff to help them develop their juniors and prepare them for the future.
- There are mechanisms in this organization to reward any good work done or any contribution made by employees.

Therefore this factor can be interpreted as **Communication of future plans to management staff and reward system**. Factor 7 independently contributed 5.02 per cent variation in the Human resources climate in selected industries.

In this manner after conducting factor analysis on the responses collected from the respondents in various organizations following seven factors are extracted.

- Support for Employment Development
- Delegation and job rotation for employee development
- Communication and trust between superior and subordinate
- Effectiveness of development programs
- Employee relations
- Mutual trust in the organization
- Communication of future plans to management staff and reward system

All the above seven factors explain 62.93 percent of the variation in the human resources climate system. One can argue that if any organization takes care of these factors and makes an effort to provide employee development, use delegation and job rotation as a tool for employee development, have better communication and trust between superior and subordinate, implement effective development programs, create employee relations by employee engagement activities, create a climate of mutual trust by creating fair and just policies and transparent employee progression schemes and communicate future plans to management staff so that they can develop their junior employees for future roles, such organizations can create an excellent human resources climate.

6.5 Summary

This chapter discusses human resources climate system in organizations selected for the study. Important issues discussed in the chapter are succinctly recapitulated here.

As we have seen above, the motivated and competent human resources determine organisation's success. Loyal, sincere and capable employees are the greatest assets of any organisation. Human resources climate of any organization

plays very big role and individual employees can be helped to give their contribution as per their potentials, if the organizations is able to create and maintain right type of human resources climate. This will help the organization to achieve the goals of the organization as well as ensure optimum utilizations of human resources. Amicable Human resources climate is extremely important for development of employees and organizations. The human resources climate can be considered as sum total of effective implementation of all the human resources system and human resources practices. If any organization implements all other human resources systems such as human resources planning, recruitment and selection, performance management system, employee development in an effective manner it may result in development of congenial human resources climate which promotes growth, development of individual, for individual as well as organization.

If the right kind of human resources climate exists in the organization it provides satisfaction to the employees, once the employees are satisfied they work with sincerity and help customer satisfaction. Greater customer satisfaction results in higher customer retention leading to positive impact for the organization in terms of profitability, market share etc. All human resources systems are dependent on each other. One cannot implement any particular human resource system in isolation. All the systems and their effectiveness influence each other.

Looking at analysis of responses, major findings are that in most of the organizations the respondents stated that people are helpful to each other. In all the organizations studied, there was some mechanism to reward the good work. Most of the respondents stated that people in their organizations trusted each other and seniors guide their juniors. Respondents stated that promotion decisions are mainly based on merit; however, more transparency is required in some cases. Areas like development

of subordinates requires improvement as per the responses received. According to the respondents, the seniors should take more interest in their juniors and help them learn. Respondents of the view that employees sent for training should the training seriously and efforts should be made to create team spirit in the organizations.

Most of the respondents stated that their management makes an effort to ensure that employees enjoy their work, and whenever an employee makes a mistake the supervisor treats the employee with understanding and help him learn. Improvement is required in the areas of allowing employees to use their learning on return from training programs. The majority of respondents agreed that the employees are not afraid to express their feelings. Improvements are needed in areas such as job rotation, initiatives, investment of time of top management personnel policies and communication of feedback.

On the basis of factor analysis it is observed that factors such as, Support for Employment *Development* contributed 16.63 percent variation in human resources climate independently, *delegation and job rotation for employee development* contributed 27.31 percent independently, *communication and trust between superior and subordinate* contributed 36.03 percent variation in human resources climate independently, *effectiveness of development programs* contributed 44.60 percent variation in human resources climate independently, *employee relations* contributed 52.76 percent variation in human resources climate independently, *mutual trust in the organization* contributes 57.91 percent variation in human resources climate and *communication of future plans to management staff and reward system* contributed to 62.93 percent variation in human resources climate. This clearly shows that in order to impact the human resources climate, one can focus on these factors and make efforts for improvement.