A Study of Organizational Environment in SJVN Ltd. Shimla, Himachal Pradesh

PROJECT REPORT

BY

DEEPIKA SINGH

(H-2012-MBA-010)

Submitted in partial fulfillment of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION

(2012-2014)

DEPARTMENT OF BUSINESS MANAGEMENT
COLLEGE OF HORTICULTURE

Dr. Yashwant Singh Parmar University of Horticulture and Forestry
Nauni, Solan-173230 Himachal Pradesh

2014

UHF

48250

Dr. Y.S. Parmar Univ
Horticulture & F
Library, Solan-17
Accession No. 48250
Date 20/8/15 Price
Deptt. MBA
Bill No. Date
Accessioned by Checked by 24/8/15

RRM
658.4
S 64S

COM

Dr. Krishan Kumar
Project Advisor

Department of Business Management
College of Horticulture
Dr. Y.S. Parmar University of
Horticulture and Forestry,
Nauni, Solan (H.P.) - 173230

CERTIFICATE – I

This is to certify that the project report entitled "**A Study of Organizational Environment in SJVN Ltd. Shimla, Himachal Pradesh**" has been submitted to Department of Business Management, College of Horticulture, Dr. Y.S. Parmar University of Horticulture and Forestry, Nauni, Solan (H.P.) by Deepika Singh (H-2012-MBA-10) in the partial fulfillment of the requirements for the degree of Master of Business Administration of this University. To the best of my knowledge, no part of the project has been submitted for any degree or diploma elsewhere and the help received during the course of investigation and source of literature have been duly acknowledged.

Place: Nauni, Solan (H.P.)
Date: 17/7/2014

(Dr. Krishan Kumar)
Project Advisor

CERTIFICATE – II

This is to certify that the project report entitled "**A Study of Organisational Environment in SJVN Ltd. Shimla, Himachal Pradesh**" has been submitted to Department of Business Management, College of Horticulture, Dr. Y.S. Parmar University of Horticulture and Forestry, Nauni, Solan (H.P.) by Deepika Singh (H-2012-MBA-10) in the partial fulfillment of the requirements for the degree of Master of Business Administration of this University. The project has been approved by the Examination Committee after conducting an oral examination in collaboration with the external examiner.

(Dr. Krishan Kumar)
Examiner
Project Advisor

External

(Dr. Y.S. Negi)
Head of the Department

(Dr. J.P. Sharma)
Dean, College of Horticulture

CERTIFICATE – III

This is to certify that the suggestions made by the external examiner have been considered and incorporated in the project report entitled"**A Study of Organizational Environment in SJVN Ltd. Shimla, Himachal Pradesh**" that has been submitted to **Department of Business Management, College of Horticulture,** Dr. Y. S. Parmar University of Horticulture and Forestry, Solan (H.P.) by Deepika Singh (H-2012-MBA-10) in the partial fulfillment of the requirements for the degree of Master of Business Administration of this University.

(Dr. Krishan Kumar)
Project Advisor

(Dr. Y.S. Negi)
Head of the Department

ACKNOWLEDGEMENTS

It is my privilege to express my deepest sense of gratitude and indebt to my esteemed project advisor, ***Dr. Krishan Kumar*** *(Professor) for her incessant guidance, unflinching judgment, keen interest, innovative ideas, affectionate attitude and constant encouragement during the entire course of study.*

With limitless humility, I am grateful to ***ALMIGHTY*** *who is full of mercy and due to his blessing I am able to complete my project on time and I also owe this pride to my beloved parents for their prudent persuasion, selfless sacrifice and heartfelt blessing which have made this manuscript to be reality.*

I am very obliged and thankful to ***Dr, Y. S. Negi*** *(Prof.& Head) who provided his consistent support and suggestion during this programme.*

I empathetically express my venerable thanks to Dr. KapilKathuria (Assistant Professor), Dr. Piyush Mehta (Assistant Professor), Dr. RashmiChaudhary (Assistant Professor), Dr. YasminJhanjua (Assistant Professor) and entire staff of the department of Business Management, University Of Horticulture and Forestry, Nauni (Solan) for their moral support extended to me from time to time.

"Friends are recognized as the greatest encourager and supporter in our life." More words cannot substitute my feelings for my friends Dharmender Kumar and VidhurajKanwar who have always supported and helped me any time I needed.

I am also thankful to my respondents who spared their valuable time to provide me the relevant information.

My fading memories prevents me to acknowledge so many other people in various walks of life, who helped me at one or other stage of my life, I acknowledge their cooperation.

Deepika

(Deepika Singh)

Place: Nauni, Solan
Date: 17/07/2014

INDEX

Chapter No.	Content	Page No.
1.	**Introduction:**	**1-4**
1.1	Need of the study	4
1.2	Objectives	4
2	**Review of literature**	**5-7**
3	**Research Methodology**	**8-9**
3.1	Area of Study	8
3.2	Sample size	8
3.3	Data Collection	8
3.4	Data Analysis	8
4	**Results and Discussion**	**10-20**
5	**Summary, Conclusions and Suggestions**	**21-23**
6	**Bibliography**	**24**
7	**Annexure**	

LIST OF THE TABLES

Table No.	Title of the Table	Page No.
4.1	Age profile of the sample respondents	10
4.2	Educational qualification of the sample respondents	10
4.3	Work experience of the sample respondents	11
4.4	Opinion of the sample respondents about different job level	12
4.5	Opinion of the sample respondents based upon working environment	13
4.6	Opinion of the sample respondents based upon training and development	14
4.7	Opinion of the sample respondents based upon health, safety and facilities	15
4.8	Rating of the Infrastructure	16
4.9	Feedback of the sample respondents with respect to performance	17
4.10	Mean difference analysis of the motivation insight	18
4.11	Opinion of the sample respondents about overall organizational environment	19

LIST OF FIGURES

Figure No.	Title	Page No.
4.1	Sample profile with respect to age	10
4.2	Sample profile with respect to educational qualification	11
4.3	Sample profile with respect to work experience	11
4.9	Feedback with respect to performance	18
4.11	Organizational environment	19

Chapter-1

INTRODUCTION

Chapter 1

INTRODUCTION

Organizational environment are beliefs and ideas about what kinds of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members. Organizational environment also known as corporate environment comprises the attitudes, experiences, beliefs and values of an organization. It has been defined as "the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization members should use to achieve these goals.

The concept of organizational environment has gained wider acceptance as a way to understand human systems. Each aspect of organizational environment can be seen as important condition affecting the system and its sub systems. The four key dimensions of organizational environment basically refer to values, rites/rituals for routine interaction and cultural network which comprises of informal communication system. There is strong relevance of organizational environment while addressing structural changes in the organization. The success of structural reorientation depends upon the organizational environment as it is the underlying characteristic which will determine the great impact of desirable changes.

According to Sonnenfeld(2006) there are four different types of environment. In the academy environment, theemployees are highly skilled and tend to stay in the organization, while working their way up the ranks. The organization provides a stable environment in which employees can develop and exercise their skills. Examples are universities, hospitals, large corporations, etc. In the baseball team environment,the employees are "free agents" who have highly prized skills. They are in high demand and can rather easily get jobs elsewhere. This type of environment exists in fast-paced, high-risk organizations, such as investment banking, advertising, etc.In the club environment,the most important requirement for employees in this environment is to fit into the group. Usually employees start at the bottom and stay with the organization. The organization promotes from within and highly values seniority. Examples are the military, law firms, etc.In the fortress environment,theemployees don't know if they'll be laid off or not. These organizations often undergo massive reorganization

The SJVN Ltd (formerly SatlujJalVidyut Nigam Limited-SJVNL) was incorporated on May 24, 1988 as a joint venture of the Government of India (GOI) and the Government of Himachal Pradesh (GOHP) to plan, investigate, organize, execute, operate and maintain Hydro-electric power projects. The authorized share capital of SJVN during the year 2014 was Rs 7000 crores.The NathpaJhakri Hydro Electric Power Station– NJHPS (1500 MW) was the first project undertaken by SJVN for execution. In addition to the financial assistance from the World Bank, SJVN has also been financed as loan by a Consortium of European Banks, the Power Finance Corporation (PFC) and various domestic commercial banks.

Besides the social and economic enlistment of the people in its vicinity, the 1500 MW NJHEP has been designed to generate 6612 MU of electrical energy in a 90 per cent dependable year with 95 per cent machine availability. It is also providing 1500 MW of valuable peaking power to the northern grid. Besides above, indirect benefits have also accrued to the region by way of increase in agriculture and industrial production. In addition, the project has provided gainful employment to a large number of skilled and unskilled workers and has also opened the landlocked hinterland by providing essential facilities such as schools, hospitals etc. for the people of the area. Thus, NJHPS has ushered in the social and economic upliftment of the persons living in the vicinity of the project.

To make India a fountainhead of hydro power and the energy source of the future by reorganizing development with passion and professionalism for sustainable viability of the corporation on bedrock of sound commercial principles is the vision of SJVNL. In the pursuance of the vision of the company, the objectives have been framed as use of the best project management practices for the project implementation by applying latest universally accepted project management techniques, and enabling its engineers, to become certified project managers through further trainings.It also works for the development of work culture and work environment conducive to the growth and development of both the organization and the individuals through introduction of participative management philosophy. Achieving constructive cooperation and building personal relations with stakeholders, peers, and other related organization is also one of its objectives.It is also striving for clean and green project environment with minimal ecological and social disturbances.

The rehabilitation package for the displaced persons is implemented as per the Government of India guidelines in practice. Resettlement & Rehabilitation Scheme for Project Affected Families (PAFs) of Rampur HEP has been agreed between SJVNL and

GOHP in the implementation agreement signed on October 20, 2004. All out efforts are made by SJVNL to ensure the early rehabilitation.\

The value system of SJVNL is aimed at the inclusion of different personality's traits like discipline and punctuality which are stated as the backbone of the organization. An employee should be positive, creative and innovative, he/she should always be proud to be a member of SJVNL (NJPC) family. There should be a strategy and act for every work. Every member must have full freedom of work and act for the best of the organization. Team spirit is the key to success. Employees must be economical, maintain austerity, and follow the company's rules and regulations. Every employee must follow the result oriented approach. Speaking ill about colleagues and organization should be avoided. Focus drawn on career goals and life goals should be clear and it can be achieved by cultivating good habits, character and maintaining good health. Sky is the limit for human ingenuity and keep smiling always is the mantra of success.

SJVN believes that employees are its most valuable assets and has evolved growth oriented human resource development strategy.Empowerment of manpower skills through training receives utmost importance every time. The company has well established strategy for imparting training to the employees. Training imparted is two dimensional i.e. in-house training and through external professional institutions as well. The company also facilitates the professional candidates of various institutions for undergoing vocational training in the organization.

SJVN abides by its moral responsibility for maintaining a safer environment for all its employees and all those of its contracting agencies. Due attention is given to health and safety aspects in working areas. The safety measures adopted encompass the best codes and practices which are disseminated to all the employees for ensuring compliance at all levels.SJVN is committed to continuously strive for quality and fully satisfying customer needs by means of state-of-the art technology, excellence in engineering and continual improvement in quality management for generating reliable and eco friendly power.

1.1 Need of the Study

The present study on organizational environment was conducted for SJVNL. This hydro power institution is contributing towards the economic and industrial transformation for the welfare of our society. It was needed to assess the organizational environment of the SJVNL so that its weaknesses so highlighting can be intervened for its judicious adressal. The present study was a step towards this direction and aims at the evaluation of organizational environment through highlighting the strengths and weaknesses besides making policy implication for healthy environment.

1.2 Objectives

The following specific objectives have been conducted for the present study.

- To examine the prevailing / existing organizational environment in SJVNL.
- To identify the factors of the organizational environment that contributes to the organizational growth.
- To give suggestions regarding the improvement of the organizational environment prevailing in the organization

Chapter-2

REVIEW OF LITERATURE

Chapter 2

REVIEW OF LITERATURE

A literature review is an evaluative report of information found in the literature related to your selected area of study. The review of literature gives a theoretical base for the research and helps to determine the nature of research (Kothari, 2004). For the present research study, following review of literature was conducted.

Argysis (1964)described that there is no single comprehensive definition of organizational environment.

Georgepoulos andTannenbaum (1957) carried out one of the first attempts at a multivariate approach assessment of organization environment. They argued that environment evaluation must consider not only the objective of the organization but also the mechanism (means) by which it maintains itself and pursue its objectives.

Quinn and Rohkbaugh (1983)stated that there are three important mechanisms by which an organization demonstrates its values, through its organization structure, through the objects on which it focuses and through the timing of its focus. More specifically organization varies as to how much they value control versus focus and means internal verses ends.

Cameron and Whetton (1983) stated that a review of organizational environment studies indicates that criteria such as adaptability and flexibility are often included as parts of organizational environment.

Hatch (1993) and Weick (1998) were of the opinion that organizational environment was dependent on how much an organisation is responsive to consumer needs, good quality of life both inside office and outside (social obligations).

Triandis (1984) pointed out that a variation in the environment has a significant impact on overall organization behaviour as well as on the behaviour of individuals and groups within the organization. Freedom to work has to be given to employees to enhance organizational environment.

Allen (2001) stated that the global business world is full of environmental forces that cannot be influenced by a single individual or a single company. The author analyzed the rational strategy development in contemporary organizational environment and highlighted an overview of the most important environmental factors. It was argued that the relationship between an organization and its environment is dynamic, it changes as the various environments change and as the organization itself changes.

Naoum(2001)`recognized system approach to people and organizational management. The interactions amongst the external environment and the corporate management of the organization, the process of management and the behaviour of people at work were observed. It was observed that the managerial and social functions affect the attitude and behaviour of people at work which, in turn, influences organizational effectiveness.

Harter and Keyes (2003) evaluated the well being approach to understand the benefits of promoting the well being of workers. The authors investigated and demonstrated that the presence of positive workplace perceptions and feelings were associated with higher business unit customer loyalty, higher profitability, higher productivity, and lower rates of turnover.

Mukherjee (2005) was of the opinion that the employees are the people who actually do the work in an organization and are the major force within an organization. He suggested that it was important for an organization that employees embrace the same values and goals as the organization. However, they differ in beliefs, education, attitudes and capabilities.

John Hamm (2006) explored that environment is not created by declaration; it derives from expectations focused on winning. He concluded that you can only have an environment that encourages performance if you hire the right person, require them to behave in a way that are consistent with the values the company exposes and implement processes that will allow the company to win the market places. He found that employees of the companies with healthy culture come to work with a fire inside them, a result of clearly stated leadership and behaviour practices that everyone explicitly understand.

Ramcharan (2006) found that for large corporations to achieve major and permanent change in business performance you must create a sustainable change in environment companies should adapt to strengthen change in environment. Few tools recommended by him are: data templates, strategic operating and resources planning, store manage learning

forum, disciplined talent reviews, monday morning conference calls, employees task forces, etc.

Kulvinskiene and Seimiene(2009) evaluated the organizational culture's significance on the organization member's life and its contribution by helping a company to achieve positive financial results. Authors stated that the organizational culture was very important in achieving integration and implementation of the strategy of adaptation in the external environment. Theoretical attitudes towards organizational culture change were important to establish and ensure continuous monitoring of the organizational environment and to establish the matrix of organizational culture management in order to manage organizational culture in the right direction.

Chandrasekar(2011) suggested that the workplace environment impacts employee morale, productivity and engagement- both positively and negatively. The management that dictate how, exactly, to maximize employee productivity, centre around two major areas of focus that is personal motivation and infrastructure of the work environment.

Leblibici(2012) suggested that the workplace environment plays a crucial role for the employees. Since, employees may have a large number working alternatives, and then the environment in workplace becomes a critical factor for accepting and/or keeping the jobs. Author examined the relationship between the workplace physical conditions and employee's productivity and realized that the quality of environment in workplace may simply determine the level of employee's motivation, subsequent performance and productivity.

Chapter-3

RESEARCH METHODOLOGY

Chapter 3

RESEARCH METHODOLOGY

Research methodology is the scientific and systematic search for pertinent information on specific topic. It includes defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data; making deductions and reaching conclusion; and at last carefully testing to conclusions to determine whether they fit the formulating hypothesis. It is a systematized effort to gain new knowledge (Kothari, 2004)

3.1 Area of study

The present study was conducted purposively for the SatlujJalVidyut Nigam Limited (SJVNL) for the following reasons

- SJVNL is the largest hydro power producing project in Himachal Pradesh.
- It is the fastest growing PSU.
- It is playing a significant role in the economic development of the state.

3.2 Sample size

The sample size comprised of 50 employees. The required information was collected from Shimla which is the headquarter of the organization.

3.3 Data collection

Both primary and secondary data was collected. Primary data was collected from 50 employees representing different levels of management that is, junior level, middle level and senior level. Secondary data was collected from journal and manuals.

Firstly, complete list of the employees was prepared and further categorized into three levels: junior, middle and senior.

Secondly, a representing sample of all three categories was collected through proportional allocation method.

Finally, data was collected on schedules and questionnaires through personal interview method.

3.4 Data Analysis

The data was analyzed with the help of different statistical tools such as percentage analysis, mean and standard deviation.

(a) Percentage Analysis

Percentage means multiplying the number of observations/frequency of the data by hundred and dividing it by the total number of observation/frequency. Percentage is calculated by the formula:

$$\textbf{Percentage} = \frac{X}{Y} * 100$$

Where X = Number of respondents falling in specific category to be measured.

Y = Total number of respondents.

(b) Mean

Mean also known as arithmetic mean, is the most common measure of central tendency and may be defines as the value which we get by dividing the total of the values of various given items in a series by the total number of items.

$$\bar{X} = \frac{\sum X}{N}$$

Where X = Arithmetic Mean

$\sum X$ = Sum of all the values of the variables

N = Number of observations

(c) Standard Deviation

The standard deviation concept was introduced by Karl Pearson in 1823. The standard deviation measures the absolute dispersion, the greater the standard deviation, the greater will be the magnitude of the deviation of the values from their mean. A small standard deviation means a high degree of uniformity of the observation as well as homogeneity of series. The formula used for standard deviation is:

$$\textbf{Standard deviation (S.D)} = \frac{\sqrt{\sum(Xi - \bar{X})^2}}{N}$$

V.S.P. JHA LIBRARY
48250
Acc. No. ..... Dated

$\sum(Xi - \bar{X})^2$= Deviation from mean

N = Number of observations

Chapter-4

RESULTS AND DISCUSSIONS

Chapter 4

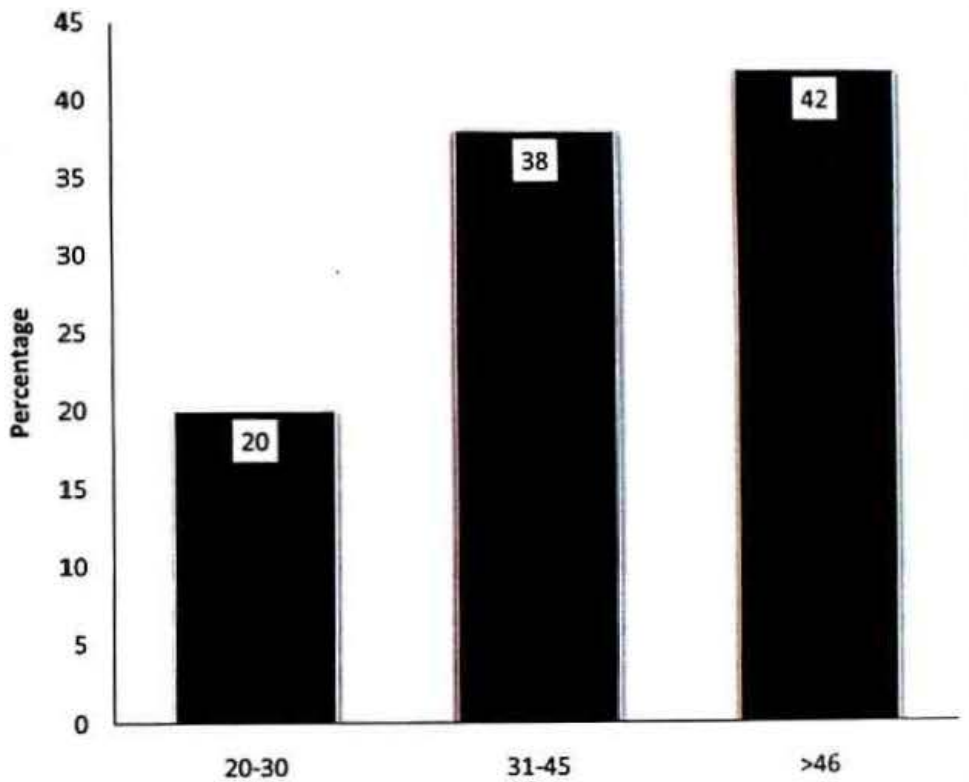
Results and discussion

The following are the results and discussion after the collection and analyse of data.

Table 4.1 Age profile of the sample respondents

Age groups (Years)	No. of respondent	Percent respondents
20-30	10	20.00
31-45	19	38.00
>46	21	42.00
Total	50	100.00

Fig 4.1 Sample profile with respect to age

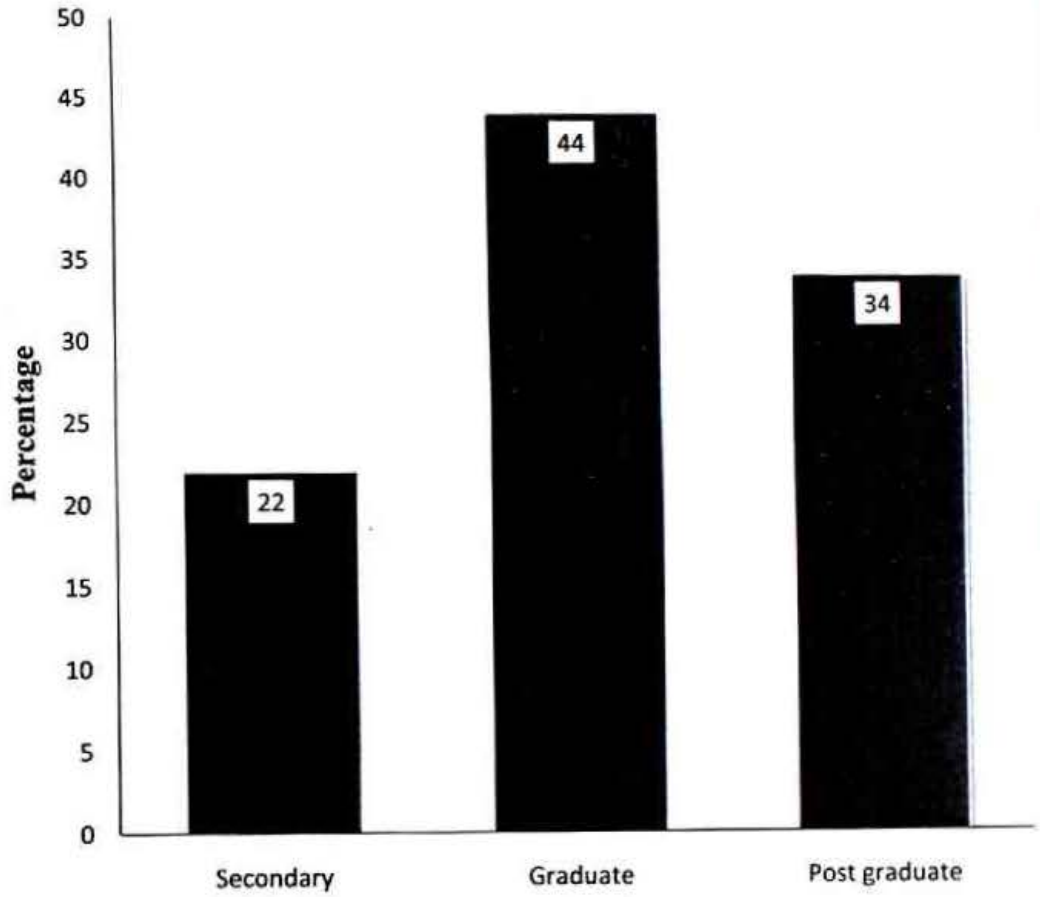


It can be observed from the table 4.1 that42 per cent of the respondents fall in the age group of above 46 years, and very few fall under the age group of 20-30 years. Thus it can be said that most of the respondents were aged in the organisation.

Table 4.2 Educational qualification of the sample respondents.

Qualification	No. of respondent	Percent respondents
Secondary	11	22.00
Graduate	22	44.00
Post graduate	17	34.00
Total	50	100.00

Fig 4.2 Samp e profile with respect to educational qualification

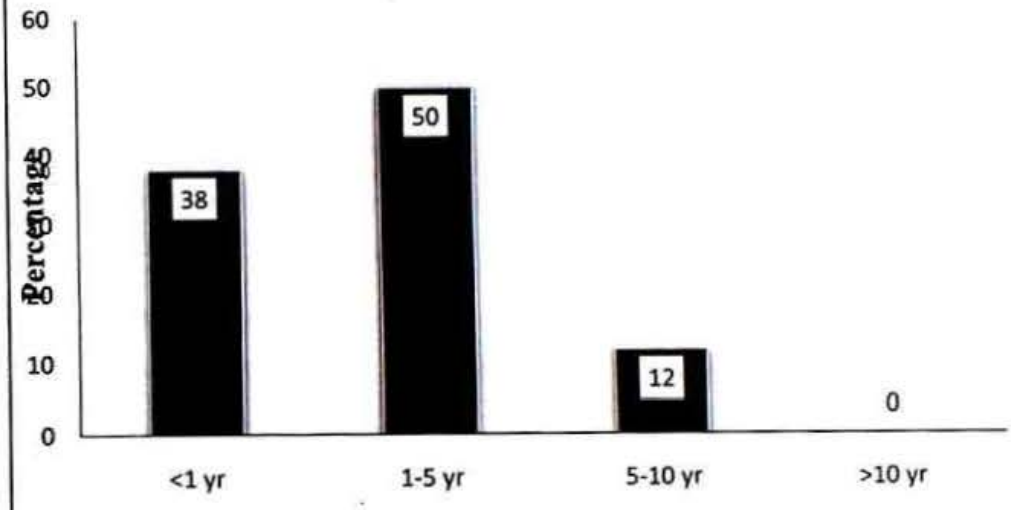


It can be examined from the table 4.2that 44 per centof the respondents were graduates followed by 34 per cent who were post graduates and very few (22%)of the respondents were qualified for secondary education.Thus it can be conclude that most of the employees in the organization were highly qualified.

Table 4.3 Work experience of the sample respondents.

Experience	No. of respondent	Percent respondents
<1 yr	19	38.00
1-5 yr	25	50.00
5-10 yr	6	12.00
>10 yr	0	0.00
Total	50	100.00

Fig 4.3.S: mple profile with respect to work experience



It can be seen from the table 4.3 that 38 per centof the respondents had less than one year of work experience. It was also noted that 50 per cent of respondents were found to posses (1-5 years) of experience and only 12 per cent were having experience of 5-10 years.Thus, it can be concluded that company is providing good opportunity to the fresher's.

Table 4.4Opinion of the sample respondents about different job level.

	B1 Enough instruction		B2 High quality tools and techniques		B3 Use of skills and abilities		B4 High workload		B5 Opportunities for growth		B6 Job security	
Response	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**
Strongly agree	0.52	0.50	0.38	0.49	0.40	0.49	0.52	0.50	0.62	0.49	0.38	0.49
Agree	0.44	0.50	0.50	0.51	0.42	0.50	0.42	0.50	0.28	0.45	0.50	0.51
Neutral	0.04	0.20	0.12	0.33	0.16	0.37	0.04	0.20	0.08	0.27	0.12	0.33
Disagree	0.02	0.14	0.00	0.00	0.02	0.14	0.02	0.14	0.00	0.00	0.00	0.00
Strongly disagree	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.14	0.00	0.00

Table 4.4 shows the mean difference analysis of the respondent's opinion based upon the job.B1, B2, B3...B6 are the different dimensions of job level. Findings indicated that the highest mean value has been given to B5 (opportunity for growth), B1 (instruction to get the job done) and B4 (high workload) with the mean values (Mean = 0.62), (Mean = 0.52) and (Mean = 0.52) respectively and the response by the respondents has been given strongly agree.in case "agree" response, the highest mean value has been given to B2 (high qualities tools and techniques)and B5 (opportunity for growth) with the mean values (Mean = 0.50) and (Mean = 0.50) respectively. Whereas the respondents have considered their neutral response high among all variable was for B6 (Job security if perform) with mean value (Mean = 0.27). Very less respondents have given "disagree" response for all these dimensions of job.

It can therefore be concluded that the overall response of the respondents was quite positive with all the factors of their job. Respondents were found to be highly satisfied with the opportunity provided for growth, instructions provided to get the job done and job security if they perform. Employees agreed that all the necessary dimensions of an effective job were provided by the organization. But respondents also responded that there was high work load in the organization. If the skills and opportunities get higher in the job it's natural to have higher workload because of more responsibilities and quality of work involved in the job. It can be further concluded that organization has maintained quite high job level for the effective organizational environment.

Table 4.5 Opinion of the sample respondents based upon Working Environment

	C1 Opportunity of work		C2 Working hours		C3 Cooperation among employees		C4 Speak up and voice their opinions		C5 Respect in work place		C6 Resolving of grievances	
Response	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**
Strongly agree	0.52	0.50	0.56	0.50	0.60	0.49	0.16	0.37	0.46	0.50	0.14	0.35
Agree	0.48	0.50	0.42	0.50	0.38	0.49	0.56	0.50	0.54	0.50	0.18	0.39
Neutral	0.00	0.00	0.02	0.14	0.02	0.14	0.26	0.44	0.02	0.14	0.58	0.50
Disagree	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.14	0.00	0.00	0.08	0.27
Strongly disagree	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.14

Table4.5exhibited the mean difference analysis of the respondent's opinion with respect to working environment. Data showed that the highest mean has been given to C3 (People cooperate and help each other) (0.60), followed by C2 (satisfactory working hours) (0.56) and C1 (equal opportunity of work) (0.52) and response given by the respondents was "strongly agree".In case of response "agree" C4 (speak up opinion frankly), followed by C5 (treated with respect) and C1 (equal opportunity of work) has been given highest mean value (Mean = 0.56), (Mean = 0.54) and (Mean = 0.48) respectively."Neutral" response has been recorded higher for variable C6 (grievances get resolved fairly) with the mean value (Mean = 0.58). Therewere very less respondents who weredissatisfied with all these factors of work environment.

It can be noted that most of the employees agreed that, all these factors of work environment provided by organization were highly satisfactory.Employees were highly satisfied and agreed, almost in every dimension of work environment but "people cooperate and help each other" were found to be the most influencing factor of the working environment. So it can be

concluded that overall working environment provided by the organization was good for the whole organization.

Table 4.6 Opinion of the sample respondents based upon training and development

Response	D1 Opportunity to learn new skills		D2 Improvement in quality of work		D3 Opportunity to develop abilities of employees	
	Mean	SD	Mean	SD	Mean	SD
Strongly agree	0.48	0.50	0.22	0.42	0.18	0.39
Agree	0.42	0.50	0.60	0.49	0.66	0.48
Neutral	0.10	0.30	0.16	0.37	0.14	0.35
Disagree	0.00	0.00	0.02	0.14	0.02	0.14
Strongly disagree	0.00	0.00	0.00	0.00	0.00	0.00

Table 4.6presented the data which shows the mean difference analysis of therespondent's opinion with respect to training and development provided by the organization. D1, D2 and D3 are variables of training and development. "Strongly agree" response has been recorded for the variable D1 (opportunity to learn new skills) (M = 0.48), which has been given the highest mean value by the respondents among all factors.In case of response "agree", the highest mean value has been given to D3 (opportunity to develop own abilities), followed by D2 (improving the quality of work) with the mean value (M = 0.66) and (M = 0.60) respectively.A very low mean valuehave been received in case of D2 (improving the quality of work) (Mean = 0.02), where the respondents has given their response as "disagree".

It can be noted thatmore than average respondents have strongly agreed that organization provides an opportunity to learn new skills. Employees also agree that these training opportunities have really helped them in improving work quality.There were very less employees who disagree on these factors. Further it can be said that employees are satisfied with the training and development programmes provided by the organization.

Table 4.7 Opinion of the sample respondents based upon health, safety and facilities

	E1 Fringe benefits		E2 Safety and health of employees		E3 Use of safety equipments		E4 Provision of medical facilities		E5 Transportation facilities		E6 Accommodation facilities	
Response	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**
Strongly agree	0.76	0.43	0.36	0.48	0.08	0.27	0.12	0.33	0.04	0.20	0.10	0.30
Agree	0.22	0.42	0.36	0.48	0.56	0.50	0.52	0.50	0.42	0.50	0.20	0.40
Neutral	0.02	0.14	0.28	0.45	0.36	0.48	0.32	0.47	0.22	0.42	0.48	0.50
Disagree	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.20	0.32	0.47	0.20	0.40
Strongly disagree	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.14

Table 4.7 depicts that the mean difference analysis of the opinion given by the respondents with respect to health, safety and facilities provided by the organization. E1, E2 ... E6 are the variables of benefits and facilities given by the organization. Findings revealed that respondents has given thehighest mean value to variable E1 (fringe benefits) (Mean = 0.76) and they have strongly agreed on this factor. E3 (safety equipments) (Mean = 0.56), followed by E4 (Medical facilities) (Mean = 0.52) and E5 (transportation facilities) (Mean = 0.42) have been given the highest mean value among all variables and response for these variables was found to be "agree".For the neutral response the highest mean value has been given to variable E6 (good accommodation)(Mean = 0.48) and theresponse "disagree" has been recordedin case of E5 (transportation facility) (Mean = 0.32).

By comparing these facilities factors it can be concluded that the overall satisfaction level is quite average for the benefits and facilities provided by the organization. But employees are highly satisfied in fringe benefits, safety equipments and medical facilities provided by the organization and they strongly agree that these facilities are provided with the great ease within in the organization. Further it can be said that benefits and facilities were found to be appropriate enough to build up an effective organizational environment.

Table 4.8Rating of the infrastructure

Response	Seating arrangements		Computer configuration		Ventilation, A/C		Lights		Fire extinguisher	
	mean	S.D.	mean	S.D.	mean	S.D.	mean	S.D.	mean	S.D.
Very good	0.50	0.51	0.14	0.35	0.16	0.37	0.50	0.51	0.12	0.33
Good	0.40	0.49	0.74	0.44	0.78	0.42	0.46	0.50	0.60	0.49
Average	0.10	0.30	0.10	0.30	0.04	0.20	0.04	0.20	0.28	0.45
Poor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Very Poor	0.00	0.00	0.00	0.00	0.02	0.14	0.00	0.00	0.00	0.00

Table 4.8 presented the mean difference of the ratings given by the respondents with respect to infrastructure provided by the organization.In comparison with each infrastructure facility,it has been observed that respondents has given the highest mean value to seating arrangements (Mean = 0.50), followed by lights (Mean = 0.50) and the respondents has rated these two facilities, "very good".Ventilation (M = 0.78), computer configuration (M = 0.74) and fire extinguisher (M = 0.60) has been given the highest mean value and rated "good" in the response. In case of "Average" response the highest mean has been given to fire extinguisher (M = 0.28).

Findings indicated that seating arrangements and lights has been rated very good by most of the respondents. Although all the infrastructure facilities has been rated good but employees have been found to be highly satisfied with these two infrastructure facilities. Comfort zone is very important for better work environment and organization has been providing it for its employees, so they can work with a greater ease.This is quite encouraging response that employees are satisfied with infrastructure provided by the organization, which ultimately leading to a good organization environment.

Table 4.9Feedback with respect to performance

Feedback	No. of respondent	Percent respondents
Always	15	30.00
Often	20	40.00
Occasionally	11	22.00
Rare	3	6.00
Never	1	2.00
Total	50	100.00

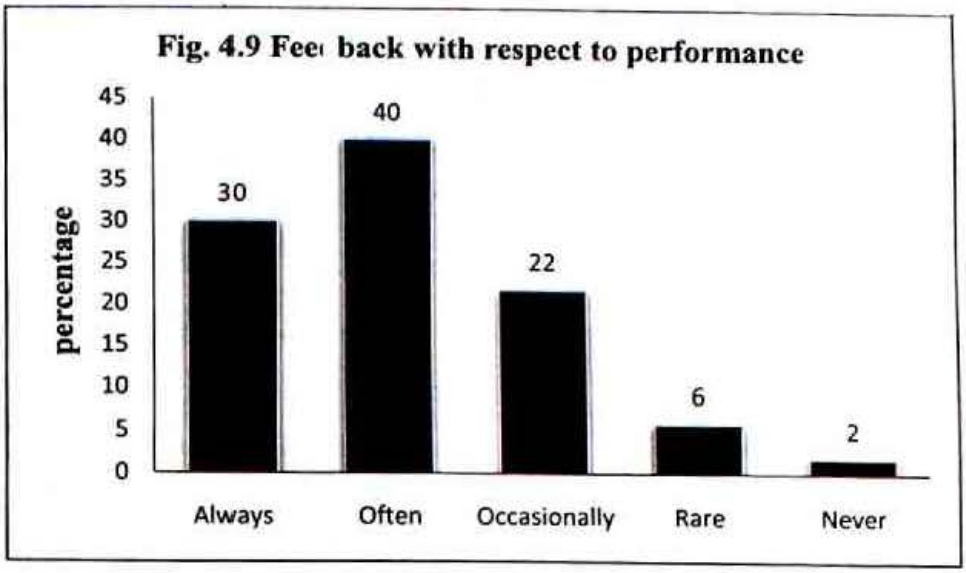


Table 4.9 exhibited thepercentage analysis of the respondents with respect to feedback they received. It can be observed that 40 per centrespondents were found to be receiving feedback on their performance often, followed by those respondents (30%) who always received their feedback. 22 per cent of the respondents responded that they receive feedback occasionally. Only 6 per cent respondents were found to be receiving feedback rarely, which is followed by 2 per cent respondents who responded that they never get their performance feedback.

These findings indicated that almost every employee receive their performance related feedback on time.There is a very low percentage of respondents who hardly received feedback on their performance. So it can be concluded that employees were found to be receiving feedback on their performance most often and organisation has considered it asan important factor of the organizational environment.

Table 4.10Mean difference analysis of the motivation insight

Motivation insight	Mean	Std. Deviation
Interesting work	2.32	1.11
Recognition	2.1	0.86
Awards and rewards	2.62	0.92
Friendly co-workers	2.04	1.12

Table 4.10shows themean difference analysis of the motivational insight.The data showed that respondents have given the highest mean value to awards and rewards (Mean = 2.62), followed by Interesting work (Mean = 2.32)and friendly co-workers (Mean = 2.04). It is observed that recognition has been given the lowest mean value among all the dimensions of motivational insight i.e. (Mean = 2.1).

So these findings revealed that almost all factors of motivational insight have been given high rank value but awards and rewards has been considered the most influencing factor by the respondentswhich encourage them to enhance the betterment of the organizational environment.Such motivational factors secure the interest of the employees within in the job, which ultimately leads to an efficient and effective working environment. These factors can make huge impact on the organizational environment.

Table 4.11Opinion of the sample respondents about overall organizational environment

Organizational Environment	No. of respondents	Percent of respondents
Excellent	28	56.00
Very good	18	36.00
Typical	1	2.00
Fair	3	0.00
Total	50	100.00

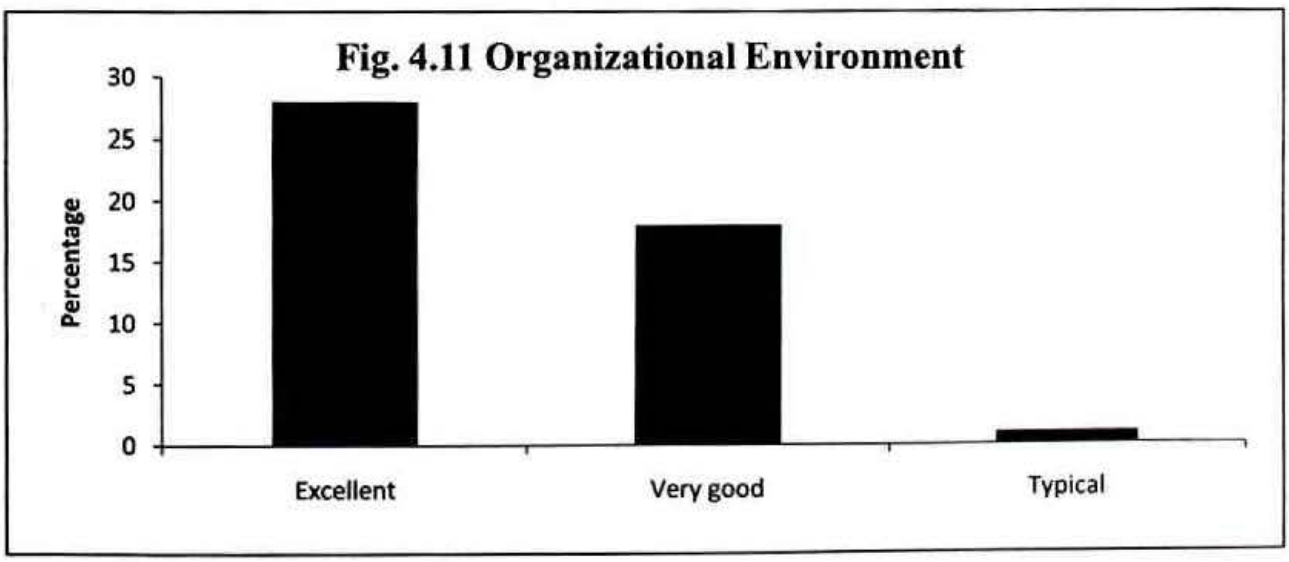


Table 4.11 exhibited the percentage analysis pertaining to existing organizational environment. Findings showed that 56 per cent respondents were found to be highly satisfied with the organizational environment at excellent level. Which is followed 36 per cent respondents who believe that the organizational environment is very good. There were only 2 per cent employees who responded that organizational has a typical environment and no one has rated poor.

It can be said data that this is very encouraging response by the respondents which shows that employees are highly satisfied with the existing organizational environment. We can assume that job satisfaction among employees may also found to be high and organization has really secured the interest of the employees within the organization. It was observed that organisation was found to be quite excellent in the working environment. Reasons for this effective environment within the organization could be anything like higher job satisfaction, health, safety, benefits, facilities training and development etc.

Chapter-5

SUMMARY, CONCLUSION AND SUGGESTIONS

Chapter 5

Summary, conclusions and suggestions

Organizational environment are beliefs and ideas about what kinds of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behaviour of organizational members. Organizational environment also known as corporate environment comprises the attitudes, experiences, beliefs and values of an organization.

The present study on organizational environment was conducted for SJVNL. This hydro power institution is contributing towards the economic and industrial transformation for the welfare of our society. It was needed to assess the organizational environment of the SJVNL so that its weaknesses so highlighting can be intervened for its judicious adressal. The present study was a step towards this direction and aims at the evaluation of organizational environment through highlighting the strengths and weaknesses besides making policy implication for healthy environment.The following specific objectives have been conducted for the present study.

- To examine the prevailing / existing organizational environment in SJVNL.
- To identify the factors of the organizational environment that contributes to the organizational growth.
- To give suggestions regarding the improvement of the organizational environment prevailing in the organization

Both primary and secondary data was collected. Firstly, complete list of the employees was prepared and further categorized into three levels: junior, middle and senior.Secondly, a representing sample of all three categories was collected through proportional allocation method. Finally, data was collected on schedules and questionnaires through personal interview method.

On the basis of data analysis and interpretation, important findings are listed and conclusions are drawn and discussed. Further suggestions which have emerged in the present study are given. The findings and conclusions of the study are given and discussed as under:

1. It can be noted that respondents were found to be highly satisfied with the opportunity provided for growth, instructions provided to get the job done and job security if they performed. Employees have agreed that all the necessary dimensions of an effective job have been provided by the organization. But respondents have also given their

response that there is high work load in the organization. If the skills and opportunities get higher in the job it's natural to have higher workload because of more responsibilities and quality of work involved in the job.

2. It was found that most of the employees were satisfied with work environment provided by organization. But "people cooperate and help each other" was found to be the most influencing factor of the working environment. Findings suggest that that overall working environment provided by the organization was good for the whole organization.

3. More than average respondents have strongly agreed that organization provides an opportunity to learn new skills. Employees also agreed that training programmes have really helped them in improving work quality. There were very less employees who disagree on these factors. Further it can be said that employees are satisfied with the training and development programmes provided by the organization.

4. Findings indicated that employees were highly satisfied in fringe benefits, safety equipments and medical facilities provided by the organization and they strongly agree that these facilities are being provided with the great ease within in the organization. Further it can be said that certain extra benefits and facilities were found to be appropriate enough to build up an effective organizational environment.

5. Although all the infrastructure facilities has been rated good but employees have been found to be highly satisfied with two infrastructure facilities, seating arrangements and lights. Comfort zone is very important for better work environment and organization has been providing it for its employees, so they can work with a greater ease. This was quite encouraging response that employees were satisfied with infrastructure provided by the organization, which ultimately leads to a good organization environment.

6. Findingsrevealed that almost every employee received their performance related feedback on time. There were a very low percentage of respondents who hardly

received feedback on their performance. Study suggested that organization has considered it as an important factor of the organizational environment.

7. It was observed that awards and rewards have been considered the most influencing factor by the respondents which encourage them to enhance the betterment of the organizational environment. Such motivational factors secure the interest of the employees within in the job, which ultimately leads to an efficient and effective working environment.

8. Another conclusion has been drawn that employees werein the favour of existing organizational environment. This meant thatthe organization has really secured the interest of the employees within the organization.Reasons for this effective environment within the organization could be anything like higher job satisfaction, health, safety, benefits, facilities training and development etc.

From the present study following suggestions are emanated regarding Organisational Environment of the organization.

It was found that there was high work load in the organization so therefore it can be suggested that delegation of authority should exist on a high level so that proper division of work can reduce the workload.

It was observed that employees disagreed for the transportation facilities being available to them so proper transportation facility should be provided to them to increase their satisfaction level and thereby fulfilling their basic needs.

It was also seen that recognition factor got less response from the respondents which is a very important motivational insight. Therefore it can be suggested that employees should be given proper recognition for their efficient and effective work time and again.

BIBILIOGRAPHY

Chapter 6

References

Allen Melanie 2001. Analysing the Organizational Environment.*Select knowledge Publications*

Beardwell, Ian, Holden Len (1998), Learning Development, Human ResourceDevelopment (A Contemporary Prospective), *McMillian India Ltd.*

Chandrasekar.(2011), Workplace Environment and its impact on organizational performance in public sector organizations.*Journal of enterprise computing and business systems* 1(1).

Gupta C.B (2006), Human Resource Management, New Delhi, Sultan Chand& Sons.

Gupta C.B. (2007), Human Resource Management New Delhi Sultan Chand &Sons.

Kothari CR (1990), Research Methodology (Methods & Techniques), WishwaPrakash, New Delhi.

Kulvinskiene and Seimiene (2009), Factors of Organizational Culture Change.*Ekonomika Publications.*

LeblebiciDemet (2012), Impact of Workplace Quality on Employees Productivity. *Journal of business, economics and finance.* 1(1)

MuherjeeSampat (2005), Organization and Management and Business Communication. *New Age International Publications,* pp. 21-30.

NaoumShamil (2001), People and Organizational Management in Construction.*Thomas Telford Publications.*

Rao,T.V&Pareek,Udai. "Socialization Process Integrating the individual" Designing & Managing Human Resource System, Third Edition,: Oxford&TBH Publishing Co.Pvt.Ltd.

Rao,T.V&Pareek,Udai. "Developing Dyadic relationships: PerformanceReview &Coaching." Designing & Managing Human Resource Systems.

Third Edition:, Oxford & IBK Publishing Co. Pvt. Ltd.Stephen & Robbins, 1978, Personnel-The Management of Human Resources.

Magazines & journals of SJVN

ANNEXURE

Questionnaire on "Organizational environment"

Note: ***data furnished will be kept confidential***

A. Personal Details

Name (Optional) :

Age : 20 To 30 ☐
: 31 To 45 ☐
: 46 And Above ☐

Qualification :

Date of Joining :

Designation (Optional):

Experience

<1 year ☐ 1-5 years ☐
5-10 year ☐ 10 years ☐

B. List out your opinion about the following statements based upon job .

Sr. No	Job level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The organization provides enough instruction to get the job done					
2	The organization is providing high quality tools and techniques to do the job					
3	The job allows me to use my skills and abilities to maximum level					
4	There is high workload in the organization					
5	The opportunities for growth are good					
6	There is job security if, I perform					

C. List out your opinion about the following statements based upon working environment.

Sr. No	Working Environment	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	There is equal opportunity of work (sex, Age, Ethnic, Etc.)					
2	Working hours are satisfactory					
3	People here try to cooperate and help each other					
4	People can speak up and voice their opinions frankly					
5	I am treated with respect in work place					
6	The grievances get resolved fairly					

D. List out your opinion about the following statements based upon training and Development.

Sr. No	Training and Development	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	The organization provides an opportunity to learn new skills					
2	The training opportunities have really helped me in improving the quality of work					
3	The organization provides an opportunity to develop my own abilities					

E. List out your opinion about the following statements based upon Health, safety benefits and Facilities.

Sr. No	Benefits and Facilities	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Fringe Benefits are good in the organization					
2	The safety and the Health of employee is at high priority					
3	Safety equipments are used during work					
4	The organization provides medical facilities					
5	The organization provides transportation facilities to its employee					
6	The organization provides a good accommodation					

F. Please rate the following infrastructure.

Sr. No	Infrastructure	Very good	Good	Average	poor	Very Poor
1	Seating Arrangement					
2	Computer configuration					
3	Ventilation, A/c					
4	Lights					
5	Fire extinguisher					

G. How often will you get feedback on your performance?

Always	Often	Occasionally	Rare	Never

H. Rank the following Motivational Insight (1st for the most & 5th for the least)

	Insights	Rank(1-5)
1	Interesting work	
2	Recognition	
3	Awards & Rewards	
4	Friendly co-workers	

I. Your Opinion about overall Organizational Environment.

Excellent	Very good	Typical	Fair	poor

J. I am proud to be a part of SJVN

- Strongly agree ☐
- Agree ☐
- Neutral ☐
- Disagree ☐
- Strongly disagree ☐

K. This would be a better organization if..."

_____

_____

Thank you for investing your precious time in this questionnaire.

Regards,
Deepika Singh

Deepika Singh
H.No. 14 Geeta Kunj Sarita vihar
Kather byepass,Distt. Solan.
Pin code. 173212 H.P.
Mbl.No. 09625423034
deepika2authentic@gmail.com

Career Objective

To put my utmost talent, passion and energy to the task assigned and work towards the development of my skills and expertise through continuous learning to deliver the best possible results to the organization.

Academic credentials

Degree	Institute/University	Year	Percentage/ OGPA	Specialization
MBA	DR. Y S Parmar UHF Nauni, Solan (H.P.)	**Pursuing**	**7.01 (70%)**	**FINANCE and H.R.**
BBA	St. Bede's College Shimla	2012	**63%**	**COMMERCE**
SENIOR SECONDARY	Chapslee School Shimla	2009	**63%%**	**COMMERCE**
MATRICULATION	Auckland House School Shimla	2007	**75%**	

Training and Project

- 45 days training in Surya World Chandigarh.
- 45 days summer training in (SJVN) Satluj Jal Vidyut Nigam.
- Worked on project "A Study of Organizational Environment in SJVN Ltd. Shimla, Himachal Pradesh".

Achievements and Recognition

- Participated in inter School Dancing competition at school level.
- Involved in social activities like blood donation.
- Worked as a Mess manager of the Hostel.
- Worked as a Class Representative of the class for one year.

Interests

- Travelling to new destinations.
- Growing my network of friends.
- Dancing.

Personal Details

- D.O.B.-06-05-90.
- Sex: female
- Marital Status: single
- Nationality: Indian
- Linguistic Ability: English, Hindi.

Declaration

I hereby declare that the information furnished above is true best of my knowledge.

Deepika

Deepika Singh

Y.S.P. U.H.F. LIBRARY
Acc. No. 48250