

A Study on Challenges Faced by Employees in Larsen & Toubro Ltd., Chennai

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ABSTRACT

Managing a workplace with different employees occupying different roles doesn't come without some challenges. Common challenges during the first week of a new job include information overload, little work and fitting into the company culture. To make the most of the first week, confirm the working hours and introduce to team. Arrive early every day, and don't be afraid to ask questions. The objective of the study is to analyse the study on challenges faced by employees in Larsen & Toubro Ltd., Chennai. The study based only on the opinion and expectation of employees. Total number of sample taken for the study is 150 respondents. Descriptive research design and Convenience sampling techniques were used for the study. Primary data and secondary data have been used in the study. Simple Percentage analysis, chi square analysis and correlation analysis have been applied in this study to reach the finding of the study. It is found that 50.7% of the respondents said that agree towards the organisation does not provide time to adapt the work nature and there is positive relationship between age of the respondents and factors that causes for challenges in career progression. It is suggested that there must be proper ventilation and lighting to do the job for employees. It will lead to productivity for the organisation. It is concluded that the employees are facing challenges and difficulties with their colleagues in the work place. The organisation must ensure the team spirit and mutual relationship among the employees.

CHAPTER-1

INTRODUCTION

1.1 INTRODUCTION OF THE STUDY

In the world of work, employees often encounter a variety of challenges that can make their jobs a bit tricky. One common hurdle is dealing with changes happening around them. Whether it's new technologies, different ways of doing things, or how the company is organized, these shifts can leave employees feeling a bit uncertain.

Another challenge many face is finding the right balance between their work life and personal life. It's not always easy to juggle the demands of the job with taking care of oneself and spending time with family and friends. This struggle to find balance is something many people can relate to in today's fast-paced world.

Communication can also be a bit tricky at times. Sometimes, it's hard for employees to share information effectively, which can lead to misunderstandings. This can make the workplace feel less connected, and people might not always know what's going on around them.

Lastly, as technology keeps changing, employees might feel a bit overwhelmed trying to keep up. Learning how to use new tools and keeping pace with the latest tech trends can be a real challenge.

These various challenges show that the world of work is complex, and finding ways to address these issues can make the work environment more enjoyable and productive for everyone.

1.2 STATEMENT OF THE PROBLEM

Employees are the base of a strong and long-running organization. Employees run the organization, no matter what level. This means their strength, commitment and dedication, and their emotional connection with the organization can't be judged as assets in monetary value. Therefore, employees are the most valuable assets an organization has. It's their abilities, knowledge, and experience that can't be replaced. So, going forward, organizations need to place emphasis and importance on the contribution that employees that they have in order to propel themselves ahead. Employees are the asset of the concern. But challenges come up over and over again. Each individual has a different expectation from their job. Some may have higher expectations and some lower expectations. Some are because of professional opportunities, some for financial benefits and some for passion or hobby. Whatever the reasons, there is always a possibility of challenge which employees needs to resolve. These need to be resolved positively for a smooth functioning of organization. If it is not properly identified, it will turn into dissatisfaction of the employees and lead to minimise the productivity. Hence the study is undertaken to analyse the challenges faced by employees in Larsen & Toubro Ltd., Chennai.

1.3 INDUSTRY PROFILE

1.3.1 Annual growth rate of the industry

With an annual growth rate of 25%, the Indian parcel courier market is estimated to be in the tune of 4000 crores. It's been a phenomenal growth, before the Industrial era, messages were hand-delivered using runners, trained pigeons, riders on horseback etc. Although the Indian postal service, DHL Express India Pvt. Ltd. and Blue Dart Express hold domestic market shares and have secure global networks, India is still cluttered with many small unorganized participants who have gained trust of the customers over the years. Although with the courier service industry catering to a total of approximately 40,000 pin codes of the country, due to the unstructured market and harrowing competition from local courier express services, there is a dire need for this industry to achieve better networks, innovate rigorously and strive towards better support from logistics.

With over 150,000 post offices set up in the country, the Indian Postal Service is rendered the most reliable of all players. But the express services' industry faces severe pressure which undermines profit in bringing a cap to their prices. While Blue Dart and DHL entered in to an association in 2014 to enhance their presence in the market, there is need for breakthrough technology and best practices withstanding the forces of competition. With little left to improve on, the industry has to gather its stability from solidifying its market through unification and alliances among top players, proficiency in their logistics network and devising a strategy to opt for just in time systems and usage of the growing information technology sector to their advantage. Moreover, in spite the fact that the express delivery services, have, over the years sought faster delivery with cost performance, characteristically, it remains very elastic in favour of the customers due to the competition. Many foreign participants have tried to squeeze in to the markets but have struggled to keep up with low price potential and severe pressure on cutting costs.

1.3.2 Outlook

The industry is at its maturity stage and has consolidated to a level where barriers to entry have been cre-

created. Owing to the boom of the e-commerce sector however, the potential for tie-ups between these companies and the courier services is high. Giants like Amazon and Flipkart look forward to linking with Indian postal services for their distribution and warehousing needs. The overall existence and survival of postal services is going to decrease significantly due to other modes of communication taking market share. Some of the International companies that have been covered are DHL, FedEx and UPS and thus critical success factors of such companies have also been assessed taking into consideration their varied customer segments and global presence across countries.

1.3.3 Future Potential

A strong correlation exists between growth in consumer goods and express delivery industries. The recent dip in the consumer goods industry growth rates pulled express service figures along with it. But revivals in economies worldwide in terms of consumption have alleviated previous drops in growth rates. A diligent focus on Tier II and Tier III locations with better connectivity and sales services should save slower growing profits. Internationally, the infrastructure in cargo aviation and distribution through better air, rail and road freight networks should be quickly put in the place. Time critical deliveries should be of paramount importance since every customer is essential in an industry which thrives on intense competition. Partnerships, nationally and internationally, with banks and access to potential customers through mobile networks in terms of order, delivery and payment would aid in increasing sales. A compromise on quality through mutilation, theft or misplacement cannot be afforded in this scenario. Since the delivery systems have already been saturated in terms of time and technological efficiency, the focus should shift to order placement and payment modes.

The courier industry in India has come a long way from its origin in modern form in 1980s and thereafter. The industry has grown in size and reach. A significant number of players have scaled up their operations to match the contemporary, world-class professional environment. The industry has invested in information technology systems and set up good processes and proprietary systems capable for handling large volumes.

The Indian courier industry size is estimated at Rs. 14,000 crores in 2015-16. As a premium segment, the courier industry is a small but significant segment of the logistics industry. It is one of the fastest growing segments of the industry. The industry is expected to grow at 17% per annum to Rs. 20,000 crores in the next three years.

1.3.4 Primary growth driver for the courier industry

The economic growth in the country and the consequent trade growth will be primary growth driver for the courier industry. The growth in current customer industry segments and expansion into new industry segments will be demand drivers for the courier industry. In addition, increase in reach through expansion of network and new products like temperature-controlled logistics, services for importers and others will provide additional growth of the industry.

The courier industry serves as a key enabler for business by providing time-bound logistics services to customer industry segments. Besides providing critical services and aiding economic growth, the courier industry in India has significant contribution to the economy. As a labour intensive industry, the courier industry is estimated to presently employ about 11.9 lakhs persons, directly and indirectly. Based on the growth estimates for the industry, the employee base of the industry, direct and indirect, is expected to grow to 17.2 lakhs by 2015-16. The courier industry also makes significant contribution to the national exchequer with total tax contributions expected to be over Rs 1100 crores in form of service tax and corporate tax.

1.3.5 Challenges & Opportunities

India has over a lakh pin codes, but only about 10,000 of them are connected through organised courier companies. Hence, there is a heavy dependence on the local or unorganised players, who provide the last mile connectivity to the more established and organised companies as well as directly to individuals who seek their services. As e-commerce penetrates into these currently underserved markets, national as well as regional companies will have to start creating infrastructure, resources and processes to service these markets cost effectively. Also, given that most companies in this fragmented market are smaller, they have had limited budgets for investments in brand building and consumer outreach. As a result, the awareness of specific services remains weak. Most customers are not aware of the specialised services that some courier companies offer.

CHAPTER–2

ORGANIZATION PROFILE AND LITERATURE SURVEY

2.1 ORGANIZATION PROFILE

2.1.1 L&T

Larsen & Toubro is a major technology, engineering, construction, manufacturing and financial services conglomerate, with global operations. L&T addresses critical needs in key sectors - Hydrocarbon, Infrastructure, Power, Process Industries and Defense - for customers in over 30 countries around the world.

L&T is engaged in core, high impact sectors of the economy and our integrated capabilities span the entire spectrum of 'design to deliver'. With over 7 decades of a strong, customer focused approach and a continuous quest for world-class quality, we have unmatched expertise across Technology, Engineering, Construction, Infrastructure Projects and Manufacturing, and maintain a leadership in all our major lines of business. Every aspect of L&T's businesses is characterized by professionalism and high standards of corporate governance. Sustainability is embedded into our long-term strategy for growth.

2.1.2 Company Overview

Employees - 5000 to 10000
Turnover (INR Crs.) - 10000+
Headquarters - Chennai
Industry - Construction, Interiors & Real Estate Services

2.1.3 L & T Construction - Builders to Nations

L&T Construction, India's largest construction organization and ranked among the world's top 30 contractors, has been over the past seven decades transforming cityscapes and landscapes with structures of immense size and grandeur. The company's capabilities span the entire gamut of construction - civil, mechanical, electrical and instrumentation engineering - and its services extend to all core sector industries and infrastructure projects.

Several of the country's prized landmarks - edifices, structures, airports, industrial projects, flyovers, viaducts, water and power infrastructure projects carry L&T's signature of excellence in construction. Today, more and more structures beyond India's boundaries are standing tall, thanks to L&T Construction.

2.1.4 L&T Construction straddles six related businesses:

- Buildings & Factories
- Transportation Infrastructure

- Heavy Civil Infrastructure
- Power Transmission & Distribution
- Renewable Energy
- Water & Effluent Treatment
- Smart World & Communication

2.1.5 Building landmarks, setting benchmarks

- 400 high rise towers
- 11 airports
- 53 IT parks
- 17 automobile plants
- 28 cement plants
- 45 hospitals
- 231 km of metro rail corridors
- 19.5 km of monorail corridor
- 8315 MW of hydro power projects
- 8080 MW of nuclear power projects
- 13500 lane km of highways
- 7.49 million sq.m of runways
- 3260 km of railway track laying
- 12510 km of railway electrification
- 585 substations
- 29380 MW of E-BoP
- 20600 km of transmission lines
- 40000 km of water & waste water networks
- 3400 MLD of water & waste water treatment plants
- 400 MW of solar plants

2.1.6 L&T CSTI's achievements over these 20 years include:

- Over 50,000 trained technicians from CSTI
- Over 1,50,000 workmen of subcontractors
- Over 1,25,000 workmen through MoUs & tie-ups
- Over 2,00,000 workmen trained through e-learning modules

For a fast growing and evolving industry like the construction industry, the need for skilled labour is paramount and as leader, L&T Construction is playing a key role in creating skilled labour through their eight Construction Skills Training Institutes (CSTIs) that are spread across the country.

Located in Ahmedabad, Bangalore, Chennai, Cuttack, Hyderabad, Kolkata, Mumbai and New Delhi, the CSTIs have been instituted with three primary objectives:

- To inculcate the right attitude
- To impart the requisite skills
- To disseminate adequate knowledge

The CSTIs are involved in Training, Testing and Certification. Training is imparted through a structured curriculum, an experienced faculty and appropriate infrastructure and consumables. L&T's CSTI signed over 20 MoUs and tie ups with the support of Government and non-government NGOs, private and public limited companies to reach out to the unemployed youth in remote areas.

2.1.7 L & T Training to Employees

Training is provided for fifteen technical trades:

- ▶ Formwork Carpentry
- ▶ Bar Bending and Steel Fixing
- ▶ Masonry (brick and block work)
- ▶ Plumbing and Sanitary
- ▶ Electrical
- ▶ Scaffolding
- ▶ General Assistants
- ▶ Welding (Pipe Welding)
- ▶ Welding (Structural Welding)
- ▶ Pressurising
- ▶ Transmission Line Tower Erection
- ▶ Railway Electrification
- ▶ Solar Electricians & Solar Non - Technical
- ▶ Site Enabling Service Technician (Plant & Machinery)

2.1.8 Skill-building is through

- ▶ Hands-on practical training
- ▶ Classroom lectures and
- ▶ Virtual or e-learning

2.1.9 Engineering and Design

L&T's strength lies in its in-house design which is backed by a multi-disciplinary team of specialized engineers & expats and sophisticated software & hardware facilities that provide value-added integrated engineering services with detailed design and engineering support as part of comprehensive EPC services. Firsts-of their-kind 3D studios - 'Srishti' in Chennai and 'Drishti' in Mumbai - are where ideas are born & synergized and designs translated into virtual reality. Features like virtual prototyping, walk-throughs and analysis by controlling virtual models including design reviews give the customer a feel of the actual project before execution.

2.2 LITERATURE SURVEY

Dr. Aram Hanna Massoudi, Dr. Samir Salah Aldin Hamdi (2018). This research aims to analyze the working environment of foreign private banks operating in the Kurdistan Region of Iraq and examines the relationship between workplace physical conditions and employee's productivity. The research uses qualitative approach, the data was collected from a questionnaire distributed to 50 employees working in four foreign banks in the Kurdistan Region of Iraq. The result will show that There is a relationship between an office environment and the productivity of employees. Behavioral components of office environment have a greater effect on productivity, than the physical components alone. And Satisfaction of Employees towards overall Workplace Environment leads to productivity.

Dr. Aram Hanna Massoudi, Dr. Samir Salah Aldin Hamdi (2018). The Consequence of work environment on Employees Productivity. IOSR Journal of Business and Management IOSR-JBM

JBM). Volume 19, Issue 1. Ver. III, PP 35-42

Chatterjee S (2018) Employee welfare is the most important machinery in any organizations to get the productive result from the workers. It has been understood that for last few decades the proper welfare facilities are constantly generating motivation of the workers towards their work and that ultimately is reducing the attrition rate in the organization. The authors have also taken an Endeavour to produce an authentic research paper by providing proper language, and with the help statistical package, the authors have also presented exact statistical information and inference after compilation of informative data. Key words: Welfare, Performance, Health Insurance, Accommodation, Hygiene, Stress, Safety, Harassment, Environment and Ventilation.

Chatterjee S (2018) .A study on employee welfare and its impact on their performance at private hospitals and its research centre-cross sectional descriptive study. IJRAR December 2018, Volume 5, Issue 12

Omar Fayaz Khan & Mohammad Sajidkirmani (2018).Women employees form an indispensable portion of the overall human capital of the organization. The challenge of balance in work and life is unique to them, which most of the time is in conflict with each other in the shape of work-life conflict. The study explores the work-life interface of working women in the health sector were in relationships between workplace support systems-emotional & instrumental are studied on one side. On the other side, it explores to investigate the influence of workload on the work-life interface. The study sample included 247 doctors and nurses working in public hospitals of Srinagar city with continuous interaction with the patients. The initial finding reveals that that work load is an important determinant of work-life balance of working women in health care. However, in order to balance work obligations they highly value emotional support of superior. The public health sector organization is suggested to build more infrastructural support facilities for working women.

Omar Fayaz Khan & Mohammad Sajidkirmani (2018).Impact Of Work Environment On Work-Life Interface Of Womenemployees. International Journal Of Linguisticsand Literature (Ijll). Vol. 7, Issue 4, Jun - Jul 2018; 47-58

Adams JM. (2019). Well-being is closely linked with health and productivity. Workplace conditions can affect employees at the physical, mental, or emotional level and enhance or harm their well-being. Studies have found differences among occupational groups in the prevalence of obesity, cardiovascular conditions (eg, elevated blood pressure and cholesterol), and other health indicators, including physical activity and diet quality.^{13,14} Work environment can also influence employees' mental health and stress levels.^{3,15} Work-related factors that affect worker well-being include job demands and pressures, degree of autonomy and flexibility, quality of interactions with supervisors and coworkers, frequency of shift work, and length of the workday. The nature of work is changing, and some changes may have a considerable effect on worker well-being.

Adams JM. (2019).The Value of Worker Well-Being. Public Health Reports.;134(6):583-586. doi:10.1177/0033354919878434

Febriko Robianto, Erni Masdupi, Syahrizal (2019). The purpose of the study was to determine the effect of career development, compensation, work environment and satisfaction on work engagement in the Employees of the City Government of Bukittinggi. This type of research is explanatory. The population of this study is the employees of the City Government of Bukittinggi. The sample in this study were 200 respondents. The research instrument was a questionnaire distributed to respondents. Data analysis using SEM AMOS. The results of this study career

development, compensation, work environment and satisfaction has a positive and significant effect on work engagement in the Employees of the City Government of Bukittinggi.

Febriko Robianto, Erni Masdupi, Syahrizal (2019). The Effect of Career Development, Compensation, Work Environment and Job Satisfaction on Work Engagement. Conference: 4th Padang International Conference on Education, Economics, Business and Accounting (PICEEBA-2 2019)

Soniya Rijal & Sharada Prasad Wasti (2018). Females working in health service organizations have ever-increasing pressure to develop their career in higher positions worldwide. Therefore, the study aimed to assess factors influencing the career progression of female employees in health service organizations. A cross-sectional mixed-method study in which a total 110 female employees from health service organizations were interviewed for quantitative survey and 15 for in-depth interviews. Individual factors: career preferences, individuals' investment on education, and individuals' skill and hard work played a significant role in advancing career. Female employees were found to have dual responsibilities both at home and at the workplace. Their career goals were changed after marriage and having children. They face discrimination and sexual harassment and lack mentoring, coaching, and social support in the workplace. Interplay between the socio-cultural and organizational factors was evident for career growth. Maintaining the balance between work and family life with being subjected to gender stereotypes making the respondents difficult to progress in their career. Female employees are juggled between societal norms, family obligations, and expectations of the organization. It was recommended that each healthcare organization in Nepal needs to have a gender-balanced work environment and provide equal opportunities to women employees.

Soniya Rijal & Sharada Prasad Wasti(2018). Factors influencing career progression of working women in health services: A case from Kathmandu Valley in Nepal. International Journal of Healthcare Management. Vol 3. Issue 2.

Trui Steen, Carina Schott (2019) Public sector employees are expected to perform well in a work environment that is characterized by a variety of challenges. This symposium aims to shed light on how environmental changes impact the shared identity, attitudes and behaviour of public sector employees; how public sector employees take charge of continuous change and deal with challenges in their work environment; and how organizations can help employees to tackle such work-related challenges. We identify four specific gaps in literature – some methodological and some more substantive in nature –, and explain how this symposium helps to address these gaps.

Trui Steen, Carina Schott (2019). Public Sector Employees in a Challenging Work Environment. Public Administration 97(1). DOI:10.1111/padm.12572

N Nakanishia; H Yoshidaa; K Naganoa; H Kawashimob; K Nakamurac (2019), to evaluate the association of long working hours with the risk of hyper-tension. The work site is in Osaka, Japan. 941 hypertension free Japanese male white collar workers aged 35–54 years were prospectively examined by serial annual health examinations. 424 men developed hypertension above the borderline level. After controlling for potential predictors of hypertension, the relative risk for hypertension above the borderline level, compared with those who worked < 8.0 hours per day was 0.48, for those who worked 10.0–10.9 hours per day was 0.63. These results indicate that long working hours are negatively associated with the risk for hypertension in Japanese male white collar workers.

N Nakanishia; H Yoshidaa; K Naganoa; H Kawashimob; K Nakamurac, “Long Working Hours With The Risk Of Hyper-Tension,” Journal Of Marketing Research, Vol. 19, No. 4, Pp. 440–452,

2019.

Shouji Nagashima; Yasushi Suwazono; Yasushi Okubo; Mirei Uetani (2019), the aim was to clarify the influence of working hours on both mental and physical symptoms of fatigue and use the data obtained to determine permissible working hours. The survey of day-shift male workers, using the self-rating depression scale (sds) and cumulative fatigue symptoms index (cfsi). A total of 715 workers participated. In the group working 260–279 h/month, the odds ratios for sds and ‘irritability’ and ‘chronic tiredness’ of the cfsi were increased. In the group working ≥ 280 h/month, the odds ratios on cfsi for ‘general fatigue’, ‘physical disorders’, ‘anxiety’ and ‘chronic tiredness’ were likewise increased. The research clarified that working hours should be < 260 h/month in order to minimize fatigue symptoms in male day workers.

Shouji Nagashima; Yasushi Suwazono; Yasushi Okubo; Mirei Uetani, “Analysis Of He Influence Of Working Hours On Both Mental And Physical Symptoms Of Fatigue,” European Journal Of Business And Management, Vol. 5, No. 29, Pp. 139–149, 2019.

Grace Katunge Jonathan, Rosemary Wahu Mbogo (2019), The study targeted all teachers and deputy principals working under Teachers Service Commission (TSC) and those working under the secondary schools Board of Management (BOM). Although the study aimed survey principles, they were not available during the data collection period. The study was conducted using the descriptive research design. A questionnaire guide was used for data collection which was then analyzed by the use of Statistical Package for Social Science (SPSS) version 20. Frequency tables and charts were used for data presentation. This paper found that majority of the teaching staff was not involved in the training programs that would equip them with safety skills in their workplace. It is recommended that the Ministry of Education, Science and Technology, in conjunction with the school administrations organize training programs for the teaching staff, involve teachers in discussion of safety policies to align them with the institutions strategic plans as far as Health and Safety at workplace is concerned.

Grace Katunge Jonathan, Rosemary Wahu Mbogo (2019), “Maintaining Health and Safety at Workplace: Employee and Employer’s Role in Ensuring a Safe Working Environment”, Volume-7, Issue-29, Page no.1-7.

Sanjeev, M. A. and Rathore S. June 2019. The nature of employment in the IT industry is extremely challenging due to its commitment to high service levels and acute flexibility through resource management. The situation has given rise to the malignant stress that brings a sharp decline in the performance and a lack of commitment towards work. To find the relationship between employee stress and organizational commitment in order to ascertain the extent to which workplace stress can affect the commitment levels of employees in the IT sector. The need of the hour places on prime agenda that commitment levels be increased on the IT professionals to address issues of rampant attrition. As the IT sector is a dynamic and fast evolving, the professionals need to constantly skill and re skill themselves to match the changing demands of technology and fresh talent. The Human Resource practitioners therefore need to focus on the employee training and revival of the IT professionals; for sustenance in the extensive competition.

Sanjeev, M. A. and Rathore S. June 2019. Exploring the relationship between job stress and organizational commitment: A study of the Indian IT sector. Management Research and Practice, 6(4) 40—56

Simon Chapple And Tracy Mears (2020), most oecd countries rely on a mixture of market forces, tort liability, compulsory insurance and government regulation to deal with workplace safety and health

issues. There are also other non-efficiency reasons for government involvement in workplace safety and health. However, while markets may not be efficient, government intervention can fail to make any improvement and/or not satisfy cost-benefit criteria. While the empirical evidence is not clear cut, the balance of the evidence suggests that wages may include some consideration for health and safety risks. Evidence also suggests that workers' compensation systems increase the frequency and duration of claims for non-fatal injuries, but may decrease the number of fatal injuries.

Simon Chapple And Tracy Mears (2020). A Study On Employee Health, Safety And Welfare Measures Of Chemical Industry In The View Of Salem Region. *International Journal Of Research In Business Management* 1(1), 1-10.

Karen J.M. Niven (2020), a literature review was described which aimed to evaluate economic evaluations of health and safety interventions in healthcare. Problems were identified with valuing benefits in health and safety because they frequently take many years to emerge and are difficult to measure. Understanding of economic techniques within the health and safety professions was limited, resulting in wide-ranging assumptions being made as to the positive economic impact of health and safety interventions. Healthcare managers, health economists, and health and safety professionals have not traditionally worked together and have inherent misunderstandings of each other roles. The review concludes that the aim of future research should be to assist the national health service (nhs) to make valid decisions about health and safety investment and risk control methods.

Karen J.M. Niven (2020). **Occupational Health And Safety Management In Organizations: A Review.** *International Journal Of Management Reviews*, 14(3), 328–344.

Allam, Z (2020) It is a well-known fact that quality of work life (QWL) is considered as a philosophy to make the people more effective at workplace by understanding their psychological well-being and involvement or attachment. The main objective of the current investigation was to understand the degree of the QWL amongst the employees working in the Saudi Arabia. The random sampling method was applied to select the data from employees working in the public and private sectors. The QWL scale and biographical information sheet were used to gather the information from the employees. Based on the research objective and design of the investigation, factorial analysis, Cronbach's alpha value for reliability check and other statistical techniques were used to explore the facts of the data. The results show that six factors such as autonomy, inter-group relation, recognition, economic benefits, self-respect and supervisory relations were most important determinants of QWL; married and public sector employees found to have high mean score on QWL as compared with their counterparts and majority of employees in the company were having low level of quality of work life. Certain mechanism was discussed to enhance the QWL of the employees to make the organization more effective and viable.

Allam, Z., & Shaik, A.R. (2020). **A style on quality of work life amongst employees working in the Kingdom of Saudi Arabia.** *Management Science Letters*, 10, 1287-1294.

Raj Laxmi (2020) Employee satisfaction in welfare measures involves taking measures to encourage staff to stay within the organization. Therefore the research objective is to understand various welfare amenities offer by the business to keep happy workers and also impact of welfare facilities on employee satisfaction. Preceding scholars need originate the changed factors which influence the welfare facilities on employee's completion and potential; it is not produce on fulfillment of human resources hence this study fills that gap by considering employee welfare facilities to retain the employees in the organization. Descriptive research has been used to describe the characteristics of the variables. The statistical tool utilized for the study is correlation test and factor analysis to identify the impact of employ-

ee welfare facilities towards employee satisfaction.

Raj Laxmi (2020). A Study On Employee Welfare Facilities And Its Impact On Employee Satisfaction At Hotel Industry With Special Reference To Uttarakhan. AEGAEUM JOURNAL, Volume 8, Issue 6.

Bonaccio, S., Connelly, C.E., Gellatly, I.R. et al. (2020). Despite legislation on diversity in the workplace, people with disabilities still do not experience the same access to work opportunities as do their counterparts without disabilities. Many employers have been shown to harbor sincere yet ill-founded views about the work-related abilities of people with disabilities; these negative views are often a result of interrelated concerns that permeate the entire employment cycle. In this paper, we provide evidence-based responses to 11 specific concerns that employers have about people with disabilities, from pre-employment and entry experiences to the final dissolution of the employment relationship. At each stage of the employment cycle, we summarize and evaluate the relevant empirical evidence and provide recommendations for organizations committed to creating more effective, equitable, and inclusive workplaces for all individuals. We also suggest avenues for future research.

Bonaccio, S., Connelly, C.E., Gellatly, I.R. et al. (2020). **The Participation of People with Disabilities in the Workplace Across the Employment Cycle: Employer Concerns and Research Evidence.** *J Bus Psychol* 35, 135–158. <https://doi.org/10.1007/s10869-018-9602-5>

Carnevale JB, Hatak I. (2020). Today's organizations have to remain alert and adaptive to unforeseen events, such as external crises, which create increased uncertainty among their workforce and pose immediate threats to the organizations' performance and viability. However, with the recent COVID-19 pandemic, organizations suddenly have to navigate the unprecedented and thereby find new solutions to challenges arising across many areas of their operations. In this article, we discuss some of these challenges, focusing on the implications COVID-19 has for human resource management (HRM) as organizations help their workforce cope with and adjust to their newly altered work environment. In addition, we propose several avenues for future research and advocate for an integrated research agenda for tackling the challenges discussed.

Carnevale JB, Hatak I. (2020). **Employee adjustment and well-being in the era of COVID-19: Implications for human resource management.** *J Bus Res.* 2020 Aug;116:183-187. doi: 10.1016/j.jbusres.2020.05.037. Epub 2020 May 21. PMID: 32501303; PMCID: PMC7241356.

Tirta, A.H., & Enrika, A. (2020). This research is aimed to examine the impact of reward and recognition, work life balance on employee retention using the job satisfaction as mediating variable. This research is expected to be able to give insights to organisations to develop programs or policies to retain their current demography of the workforce, which consist of Millennials. The samples were collected by nonprobability sampling method. The statistical method used was structural equation model using partial least square software, with hypothesis testing using t-test and p value result. For validity and reliability, average variance extracted (AVE) and composite reliability (CR) were used to determine whether the tool that was used is valid and reliable. Result of this research shows that reward and recognition, work life balance and job satisfaction have significant positive effect on the employee retention. It concluded that by retaining them in the organisation, such training and recruitment cost could be minimized and bring less efforts to the organisation in recruiting new talents.

Tirta, A.H., & Enrika, A. (2020). **Understanding the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia.** *Psychology and education journal*,2021:58:2.

Zhenjing G, Chupradit S, Ku KY, Nassani AA, Haffar M. (2022). This study examined the impact of workplace environment on employee task performance under the mediating role of employee commitment and achievement-striving ability. For this purpose, data were collected from the academic staff under a cross-sectional research design, and they were approached through convenience sampling technique. As per recommendations of established sample size criteria, we distributed a sum of 420 questionnaires among the respondents. Among these distributed questionnaires, only 330 were received back. The returned questionnaires were checked for missing and incomplete responses and after discarding the missing responses useable responses were 314 which were used for the data analysis. Data had been analyzed through structural equation modeling (SEM) by using Smart PLS 3. The SEM was done based on measurement models and structural models. The results indicated that a positive work environment had the power to improve employee performance. Similarly, a positive work environment also improved the employee commitment level and achievement-striving ability significantly. Both employee commitment and achievement-striving ability also improved employee performance. While in the case of mediation, it had also been observed that workplace environment triggered employee commitment and employee achievement-striving ability which further improved employee performance.

Zhenjing G, Chupradit S, Ku KY, Nassani AA, Haffar M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. Front Public Health. 2022 May 13;10:890400. doi: 10.3389/fpubh.2022.890400. PMID: 35646787; PMCID: PMC9136218.

Michael Sony (2022). The digitization of an organization in terms of horizontal, vertical, and end-to-end integration would change the roles an employee discharges in an organization. The main purpose of the paper is to successfully develop an employee adaptability road map for the successful implementation of Industry 4.0. This paper critically analyses the previous studies to develop a roadmap of employee adaptability skills for the successful implementation of Industry 4.0. This study uses deductive methodology using a systematic literature review to group and thematically analyse 52 articles to develop the conceptual model. Besides, this study also ranks these dimensions using an empirical study and finds the most critical employee adaptability dimensions. This is the first systematic literature review and empirical study carried out on employee adaptability skills in Industry 4.0.

Michael Sony (2022). Employee adaptability skills for Industry 4.0 success: a road map. Production & Manufacturing Research. Volume 10, 2022 - Issue 1

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Patrick C. Lee, Shi (Tracy) Xu, Wan Yang (2021). Is career adaptability a double-edged sword? The impact of work social support and career adaptability on turnover intentions during the COVID-19 pandemic. International Journal of Hospitality Management. Volume 94, April 2021, 102875

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Zhu Jia-jun and Song Hua-ming (2022). The Impact of Career Growth on Knowledge-Based Employee Engagement: The Mediating Role of Affective Commitment and the Moderating Role of Perceived Organizational Support. Front. Psychol., 17. Volume 13.

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Xie, L.-l., Luo, Z. and Zhao, X. (2022), "Critical factors of construction workers' career promotion: evidence from Guangzhou city", Engineering, Construction and Architectural Management, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/ECAM-08-2021-0691>

Soyeon Mun, Yoosun Moon, Hayeseul Kim and Namhee Kim (2022). New concerns have emerged during the COVID-19 pandemic that greatly impact employees and many other aspects in organizations. We have highlighted the major organizational issues during COVID-19 and classified the relevant research findings based on 45 recent articles. Main themes identified include (1) work setting, (2) perceptions of COVID-19, (3) employee wellbeing, (4) organizational strategies, and (5) influences on career behaviors. Employees have faced challenges due to work conditions that have shifted from traditional commuting to telework. Employees have also become aware of the negative current situation, so their overall wellbeing has been threatened. In response, organizations have strived to promote positive psychological capital for employees as they attempt to cope with this crisis. Organizations have tried to maintain and manage both their employees and their business. People tended to adjust their career-related behaviors based on how they perceived their own wellbeing and organizational strategies.

Soyeon Mun, Yoosun Moon, Hayeseul Kim and Namhee Kim (2022). Current Discussions on Employees and Organizations During the COVID-19 Pandemic: A Systematic Literature Review.

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Mun S, Moon Y, Kim H, Kim N. (2022). **Current Discussions on Employees and Organizations During the COVID-19 Pandemic: A Systematic Literature Review. Front Psychol. 2022 Apr 12;13:848778. doi: 10.3389/fpsyg.2022.848778. PMID: 35496177; PMCID: PMC9039218.**

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challenges were identified in the research process. Zoom fatigue, lack of in-person relations, technical issues and life-work balance were the main challenges perceived for employees, while technology limitations, employee governance and HR related issues were experienced by employers. To address these challenges and be able to build and maintain strong and positive employee relations in the digitalised environment, employers should provide trust, motivation, remuneration, support, effective communication, sustainable working environment and employee-centred culture. Taking the above factors into consideration, a reference to the proposed 6Cs model is noticeable.

Dewalska-Opitek, A. D. - O. -, Velez Nunez, R. (2022). New challenges in employee relationships in the digitalised post-pandemic organisational culture. Journal of Modern Science, 49(2), 253-274. <https://doi.org/10.13166/jms/156237>

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Von Ahsen, A., Gauch, K. (2022). Opportunities and Challenges of Purpose-Led Companies: An Empirical Study Through Expert Interviews. Corp Reputation Rev 25, 198–211. <https://doi.org/10.1057/s41299-021-00122-8>

CHAPTER–3

AIM AND SCOPE OF THE PRESENT INVESTIGATION / THEORETICAL FRAMEWORK

3.1 OBJECTIVES OF THE STUDY

Primary objective

- To study on challenges faced by employees in Larsen & Toubro Ltd., Chennai

Secondary objectives

- To evaluate the challenges in assistance from work place
- To identify the challenges in work environment in the work place
- To analyse the challenges in work adaptability in the work place in the organisation
- To understand the factors that causes for challenges in career progression
- To obtain suggestions from the respondents to overcome such challenges for the employees in the work place

3.2 SCOPE OF THE STUDY

The study is only confined with Larsen & Toubro Ltd, Chennai unit. The main aim of the study is to analyse challenges faced by employees in Larsen & Toubro Ltd. This study focuses on the challenges in work environment, assistance, work adaptability. It is also focuses on factors that causes for challenges in career progression. The sample of this study is 150. The data was collected from employees of Larsen & Toubro Ltd, Chennai unit.

3.3 THEORETICAL FRAMEWORK

Challenges faced by Employees

An automotive business is only as strong as its employees. Within the automotive industry, human resources departments are tasked with identifying, recruiting and developing talent that ranges from cashiers to mechanics to managers and senior leaders. The workplace is an environment where productivity is needed at maximum levels. But if employees aren't at their best, they may not be able to produce the best work. At the core of every business' growth is the total contribution of employees working in that organization. Managing a workplace with different employees occupying different roles doesn't come without some challenges.

Here are some common challenges faced by employees in the workplace.

3.3.1 Lack of Communication

A challenge faced by many employees is finding the proper means or style of communication that is most effective. The lack of an effective communication style or standards in the workplace may hamper the team's efficiency and impact the level of productivity of the employees. Trust is an essential aspect of a team. When there is no effective prioritization of communication in the team, it may reduce the trust level amongst workers and the management. Effective communication will help organizational success by improving employee morale, satisfaction, and engagement. One effective way HR can address communication issues is to develop clear and consistent communication channels and organize conflict management training. Employees should also be trained to seek clarity from co-workers to avoid misunderstanding.

3.3.2 Remaining motivated in work

Employees face the challenge of losing interest during work and becoming unmotivated. In a survey carried out in 2012, only 36% of workers in the US reported that they remained engaged in their jobs actively. The Percentage of workers engaged in their work globally is 20%. Elements that encourage engagement include clarity of expectations, opportunities for development, and opinions counting at work. When these are not present, employees become less involved and enthusiastic about their work. Ways to improve employee engagement in the workplace, include prioritizing feedback, recognizing top performers and rewarding achievements, and carrying out frequent employee engagement surveys.

3.3.3 Poor Project Management and Organization

It is not enough to have a team of employees that are highly engaged and communicate effectively in the workplace. They must effectively handle projects and manage tasks without any hurdles. Lack of organization is one problem faced by many employees. A consistent management system is essential for the effectiveness of the employees. HR can address these issues by effectively overseeing vital organizational components such as budgets, schedules, material acquisition, KPIs, etc. certain tools can be used to measure the performance of the employees and provide needed feedback.

3.3.4 Issues of Hierarchy and Bureaucracy

One of the most typical challenges faced by employees in the workplace is dealing with bureaucratic bottlenecks slowing down the work process or working under a disgruntled boss that affects the morale and mood of the team. Sometimes, workers struggle with a system that makes it difficult to complete tasks due to so many red tapes. HR can solve this issue by providing clearly defined management procedures and allowing staff to become autonomous and take ownership of their roles. This will improve effectiveness and work ethics.

3.3.5 Coping with drastic change

Change is one aspect of an organization that is essential for its growth. It can occur in any form from the changes in management and staff or clients or procedural changes. Whatever way it comes, employees usually have a challenge dealing with changes. HR can address this challenge and make the change process seamless by prioritizing communication and providing extraordinary support where needed.

3.3.6. Countering Negativity

Maintaining a positive morale in the workplace is one challenge faced by employees. Many employees may face different issues that may bring their enthusiasm down. This negativity may be a result of frustration in the workplace. The more frustrations they face, the more negative they may become. One way HR can boost employees' morale is by providing essential benefits for workers in the workplace, improving flexibility, establishing better channels of communication, and prioritizing work-life balance.

3.3.7. Ability to remain creative

Creativity is an essential aspect of productivity. It is a challenge for anyone to be creative most of the time in the workplace. This is one issue that many workers face, which affects the amount of good work they can produce. HR can address this issue by sprucing up the workspace and allowing a more flexible schedule, and promoting knowledge sharing while making work fun.

3.3.8. Problem Solving

Problem-solving is one of the most critical challenges faced by employees in the workplace. It is common for employees to solve a problem through a particular perspective continually. This problem of 'same-think' rut is one challenge that many employees may be facing in the workplace, and when this is not managed correctly, it may lead to stagnation. HR can address this issue by providing training that offers employees new tools and perspectives for solving different work problems. The training or conferences will cause a shift in the mindset of the employees and help them address issues through a lens of opportunity.

3.3.9. Getting new skills and professional development

Everyone loves growth, and there is no place where growth is more needed than in the workplace. Employees tend to face the challenge of learning new skills and advancing in their careers. This challenge, if not addressed, may affect their job satisfaction. Effective HR can encourage employees' professional development by offering training and development programs, supporting mentoring and coaching, helping employees develop soft skills, and encouraging cross-departmental teamwork.

3.3.10. Dealing with demanding clients or patrons

Employees may have the problem of dealing with demanding clients and patrons. This is a result of clients and employees not having a mutual understanding. This is an opportunity for employees to challenge assumptions and develop a better communication style. HR can assist by helping employees develop better empathy through training in communication and dialogues.

3.3.11. Insufficient Training

A lack of training leads to a number of workplace issues. The most obvious one is that employees aren't able to do their jobs as well as they would like, but it goes deeper than this. Poor training is a leadership challenge in the workplace that can also lead to increased frustration because employees don't know what it takes to improve their performance or excel in their roles. If left unchecked, this can lead to employee burnout, which can be very damaging for the employee and the business. Eventually, this may turn into the biggest challenge at work.

3.3.12. Schedule Inflexibility

People lead complicated lives that don't always fit with the Monday to Friday, 9-5 work schedule. While some businesses need their employees to work a fixed schedule, there are many that don't. Scheduling inflexibility can lead to higher stress levels, and affect your workers' ability to do their best work.

3.3.13. Staff Conflict/ Bullying

Staff conflicts happen, it's a part of life, and it's a part of the business. People have different opinions, and that's a great thing, but it's how communication is handled that matters. When differences of opinion spill over into outright conflict, and even bullying, it can be terrible for employee morale, performance, productivity, mood, and everything else.

3.3.14 Workplace environment issues

Both the physical and the emotional environment of a workplace are important to job satisfaction and employee motivation. Feeling physically uncomfortable or mentally unsupported can be a huge obstacle at work to any member of a workforce.

CHAPTER-4

RESEARCH METHODOLOGY

Research is the systematic study of processes with the aim of discovering more efficient methods of doing things, lowering the amount of work required to attain an aim, and determining the viability of the targets.

A research methodology gives research legitimacy and provides scientifically sound findings. It also provides a detailed plan that helps to keep researchers on track, making the process smooth, effective and manageable.

4.1 RESEARCH DESIGN

The research design helps a researcher to pursue their journey into the unknown but with a systematic approach by their side. Research design is a plan to answer the research question. Descriptive Research Design is used in this study.

4.2 PERIOD OF STUDY

The duration taken by the researcher for the data collection and analysis regarding the present study of Larsen & Toubro Ltd., Chennai is for three months.

4.3 OBJECTIVES

The main objective of this study is to analyse the challenges faced by employees in Larsen & Toubro Ltd., Chennai.

4.4 HYPOTHESIS

- There is no significant relationship between the gender of the respondents and challenges in assistance from work place.
- There is no significant relationship between the educational qualification of the respondents and challenges in work environment in the organisation.
- There is no significant relationship between the salary of the respondents and challenges in work adaptability in the organisation

- There is no significant relationship between educational qualification of the respondents and factors that causes for challenges in career progression

4.5 SOURCE OF DATA

This study used primary data.

4.6 DATA COLLECTION METHOD

The main sources through which data is collected are Primary data by using questionnaire. A Research Instrument is a tool used to collect, measure, and analyze data related to research interests. In this study research instrument is Likert five point scale type structured questionnaire. This questionnaire is collected from direct personal interview with employees of this company.

4.6.1 PRIMARY DATA

Primary data is the data that is collected for the first time through personal experiences or evidence, particularly for research. It is also described as raw data or first-hand information. The mode of assembling the information is costly, as the analysis is done by an agency or an external organisation, and needs human resources and investment. The investigator supervises and controls the data collection process directly. The data is mostly collected through observations, physical testing, mailed questionnaires, surveys, personal interviews, telephonic interviews, case studies, and focus groups, etc. In this study, primary data was collected by questionnaire.

4.6.2 SECONDARY DATA

Secondary sources are closely related to primary sources and often interpret them. These sources are documents that relate to information that originated elsewhere. Secondary sources often use generalizations, analysis, interpretation, and synthesis of primary sources. Examples of secondary sources include textbooks, articles, and reference books.

4.7 DESIGN OF RESEARCH

The research design adopted for the studies is descriptive design. In Descriptive Research Design, the scholar explains/describes the situation or case in depth in their research materials.

4.8 SAMPLING METHODS

4.8.1 Sample Design

Sampling helps a lot in research. It is one of the most important factors which determines the accuracy of your research/survey result. This study uses Non-Probability Sampling technique. It does not rely on randomization. Convenience sampling is used in this study. Simply said, a convenience sample design consists of those who are easiest to reach by the researcher.

4.8.2 Population

Population is the collection of the elements which has some or the other characteristic in common. In this study, population is all employees of Larsen & Toubro Ltd., Chennai.

4.8.3 Sample Size

In this study, data was collected from 150 employees of Larsen & Toubro Ltd., Chennai. So, sample size of the study is 150.

4.8.4 Target Respondents

In this study, target respondents are all employees of Larsen & Toubro Ltd., Chennai. Total number of samples taken for the study is 150 respondents

4.8.5 Sampling unit

Sampling unit is in Larsen & Toubro Ltd., Chennai.

4.9 TOOLS USED

The collected data were analysed with reference to each of the specific objectives of the study and the following statistical techniques were used in the study.

4.9.1 Percentage analysis

It refers to a special kind of rates, Percentage are used in making comparison between two or more series of data. A Percentage is used to determine relationship between the series.

$$\text{Percentage of respondents} = \frac{\text{Number of respondents}}{\text{Total respondents}} \times 100$$

4.9.2 Chi-Square Analysis

This is an important test amongst the several tests of significance. It is used in the context of sampling analysis for comparing a variance to a theoretical variance.

Uses of chi-square:

- a) To test independence of attributes.
- b) To test homogeneity,
- c) To test goodness of fit.

Formula used for calculating the value of chi-square is

$$\text{Chi-square} = \sum (O-E)^2/E$$

The calculated value of χ^2 is compared with the table value of χ^2 for a given degree of freedom at a specified value of significance. If the calculated value is more than tabulated value, the difference between theory and observation is considered to be significance. If the calculated value of χ^2 is less than the table value the difference between theory and observation is considered as insignificance.

4.9.3 Correlation Analysis

Correlation analysis is used to understand the nature of relationships between two individual variables. For example, if we aim to study the impact of foreign direct investment (FDI) on the level of economic growth in Vietnam, then two variables can be specified as the amounts of FDI and GDP for the same period.

Correlation coefficient 'r' is calculated through the following formula:

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{(n \sum x^2 - (\sum x)^2)(n \sum y^2 - (\sum y)^2)}}$$

Where, x and y are values of variables, and n is size of the sample.

The value of correlation coefficient can be interpreted in the following manner:

If 'r' is equal to 1, then there is perfect positive correlation between two values;

If 'r' is equal to -1, then there is perfect negative correlation between two values;

If 'r' is equal to zero, then there is no correlation between the two values.

4.10 LIMITATIONS OF THE STUDY

- The data is collected only from the employees who are working in the company. Hence, the findings are applicable to those customers only and cannot be generalized.
- The present study has been limited to Chennai unit only.
- The sample size chosen for the surveys being limited to 150 does not cover all the employees in the organization.
- The researcher had also difficulty in getting some information which the respondents were not interested to give.

CHAPTER-5

RESULTS AND DISCUSSION / DATA ANALYSIS

TABLE NO: 5.1 GENDER OF THE RESPONDENTS

Gender	No. of the respondents	Percentage
Male	108	72.0
Female	42	28.0
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 72.0% of respondents are male and 28.0% of the respondents are female. Thus the majority of the respondents are male.

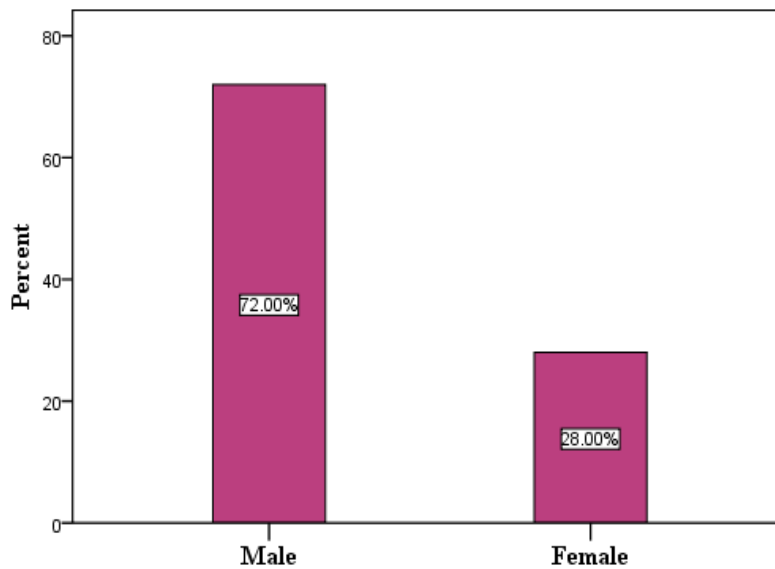


FIGURE NO: 5.1 GENDER OF THE RESPONDENTS

TABLE NO: 5.2 AGE OF THE RESPONDENTS

Age	No. of the respondents	Percentage
Below 25	33	22.0
25-35	86	57.3
36-45	14	9.3

46-55	12	8.0
Above 55	5	3.3
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 22.0% of the respondents are in the age group of below 25 years, 57.3% of the respondents are in the age group of 25-35 years, 9.3% of the respondents are in the age group of 36-45 years, 8.0% of the respondents are in the age group of 46-55 and 3.3% of the respondents are in the age group of above 55 years.

Thus the majority of the respondents are in the age group of 25-35 years.

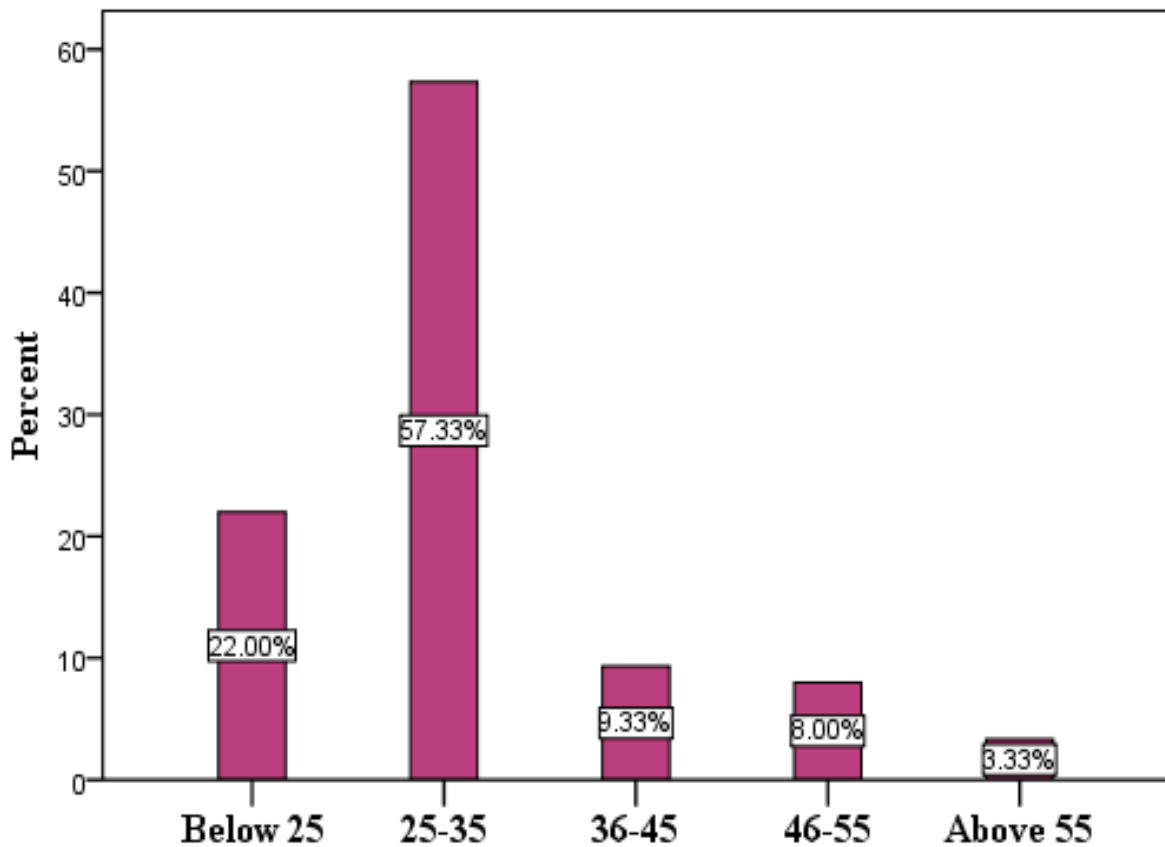


FIGURE NO: 5.2 AGE OF THE RESPONDENTS

TABLE NO: 5.3 EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

Educational Qualification	No. of respondents	Percentage
UG	39	26.0
PG	77	51.3
Diploma	15	10.0
Professional	19	12.7
Total	150	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 26.0% of the respondents have completed UG, 51.3% of the respondents have completed PG, 10.0% of the respondents have completed Diploma and 12.7% of the respondents have completed Professional educational qualification.

Thus the majority of the respondents have completed PG.

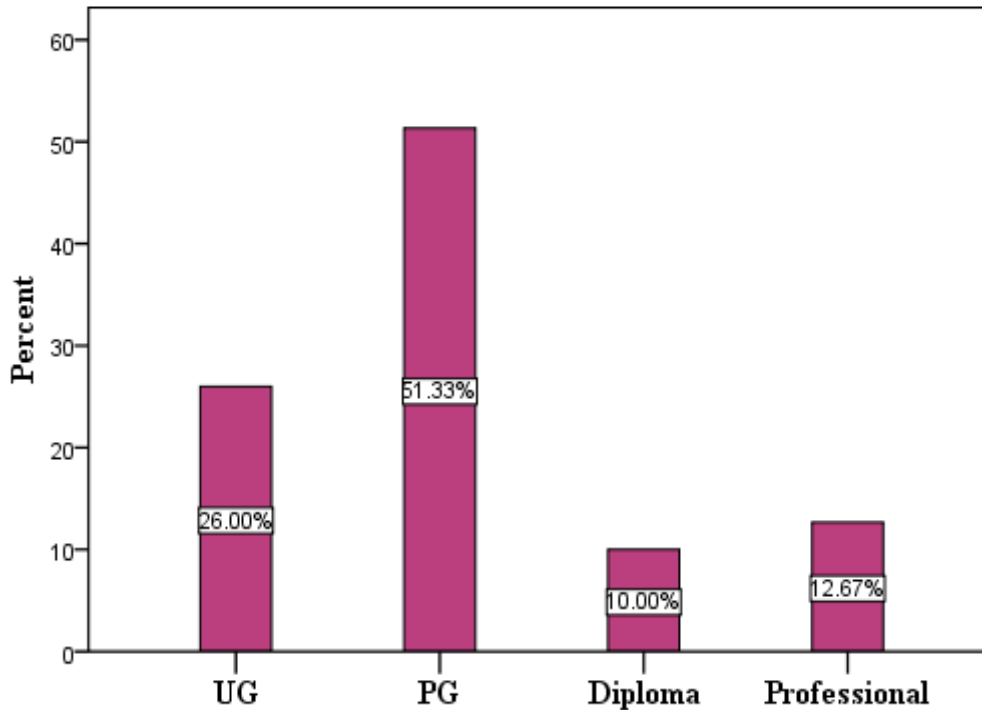


FIGURE NO: 5.3 EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

TABLE NO: 5.4 SALARY (PER ANNUM) OF THE RESPONDENTS

Salary (Per Annum)	No. of respondents	Percentage
Below Rs.2,50,000	47	31.3
Rs. 2,50,000 - 5,00,000	34	22.7
Rs. 5,00,001 – 10,00,000	49	32.7
Rs. 10,00,000 – 15,00,000	6	4.0
Above Rs. 15,00, 000	14	9.3
Total	150	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 31.3% of the respondents have below Rs.2,50,000, 22.7% of the respondents have Rs. 2,50,000 - 5,00,000, 32.7% of the respondents have Rs. 5,00,001 – 10,00,000, 4.0% of the respondents have Rs. 10,00,000 – 15,00,000 and 9.3% of the respondents have above Rs. 15,00, 000 as their income level.

Thus the majority of the respondents have Rs. 5, 00,001 – 10, 00,000 as their income level.

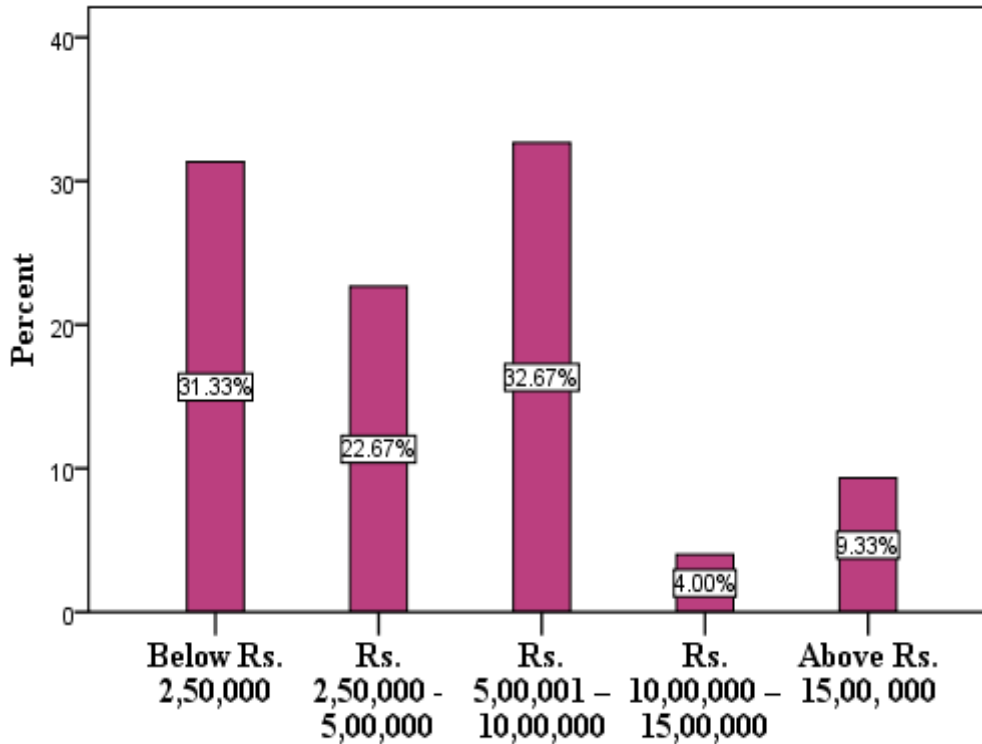


FIGURE NO: 5.4 SALARY (PER ANNUM) OF THE RESPONDENTS

TABLE NO: 5.5 LACK OF SUPPORTIVENESS OF COLLEAGUES

Particulars	No. of respondents	Percentage
Strongly agree	71	47.3
Agree	34	22.7
Neither agree nor disagree	25	16.7
Disagree	11	7.3
Strongly disagree	9	6.0
Total	150	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 47.3% of the respondents said that strongly agree, 22.7% of the respondents said that agree, 16.7% of the respondents said that neither agree nor disagree, 7.3% of the respondents said that disagree and 6.0% of the respondents said that strongly disagree towards lack of supportiveness of colleagues.

Thus the majority of the respondents said that strongly agree towards lack of supportiveness of colleagues.

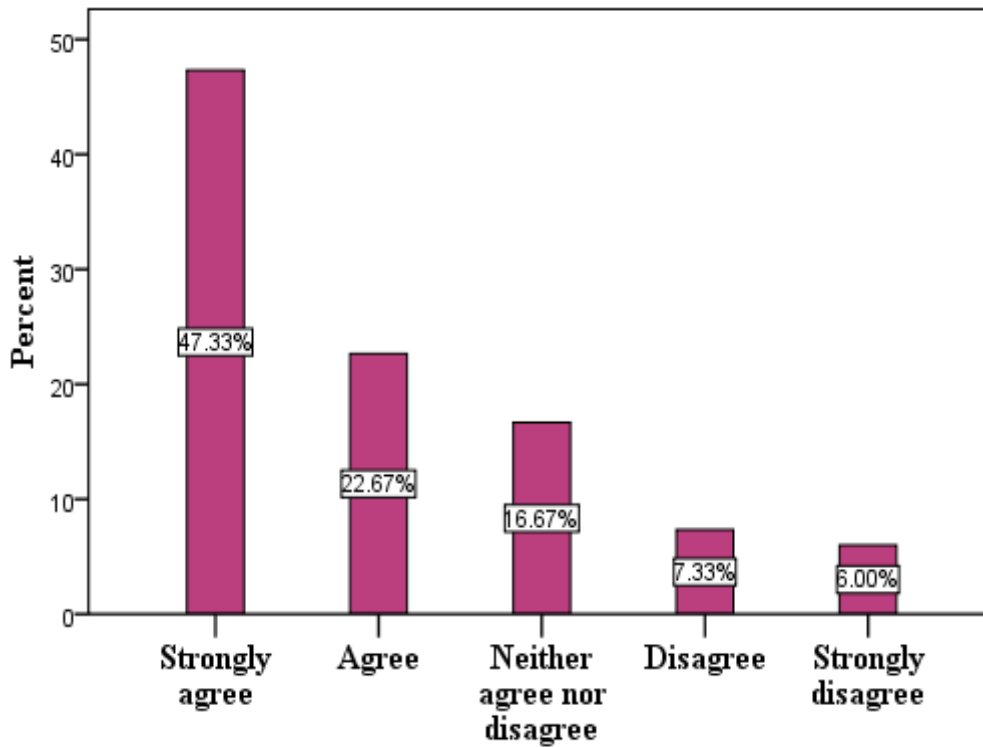


FIGURE NO: 5.5 LACK OF SUPPORTIVENESS OF COLLEAGUES

TABLE NO: 5.6 BIAS IN ALLOCATING TASKS BY THE SUPERIOR

Particulars	No. of the respondents	Percentage
Strongly agree	50	33.3
Agree	55	36.7
Neither agree nor disagree	25	16.7
Disagree	11	7.3
Strongly disagree	9	6.0
Total	150	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 33.3% of the respondents said that strongly agree, 36.7% of the respondents said that agree, 16.7% of the respondents said that neither agree nor disagree, 7.3% of the respondents said that disagree and 6.0% of the respondents said that strongly disagree towards bias in allocating tasks by the superior.

Thus the majority of the respondents said that agree towards bias in allocating tasks by the superior.

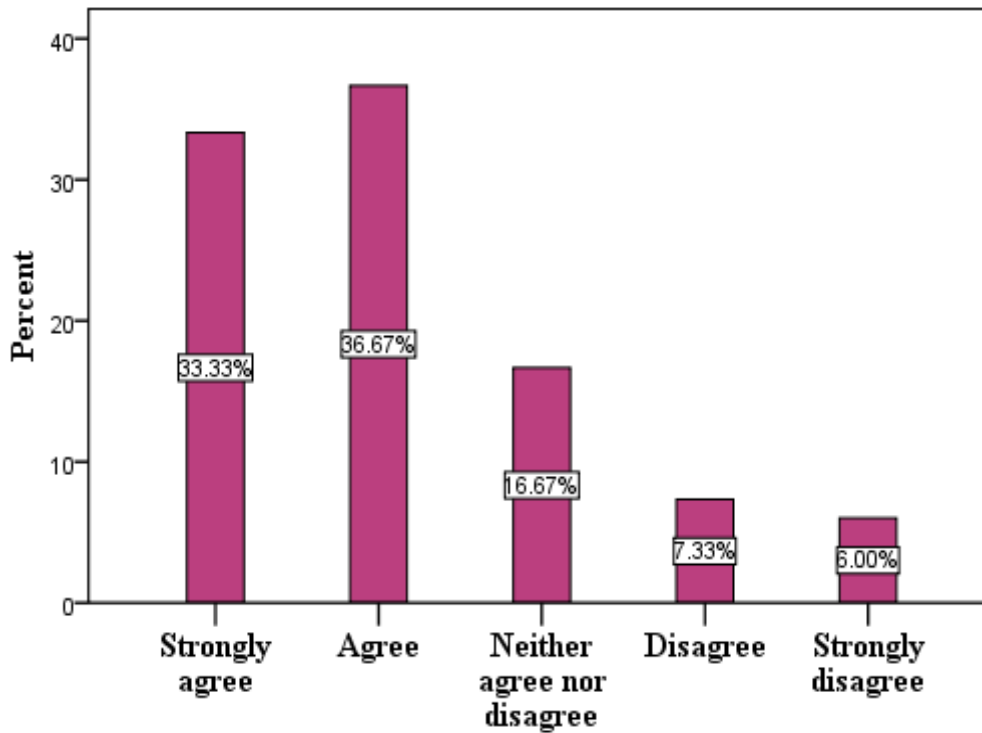


FIGURE NO: 5.6 BIAS IN ALLOCATING TASKS BY THE SUPERIOR

TABLE NO: 5.7 NO FREE FLOW OF COMMUNICATION AMONG EMPLOYEES FOR CLEAR DIRECTION

Particulars	No. of the respondents	Percentage
Strongly agree	48	32.0
Agree	36	24.0
Neither agree nor disagree	41	27.3
Disagree	20	13.3
Strongly disagree	5	3.3
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 32.0% of the respondents said that strongly agree, 24.0% of the respondents said that agree, 27.3% of the respondents said that neither agree nor disagree, 13.3% of the respondents said that disagree and 3.3% of the respondents said that strongly disagree towards no free flow of communication among employees for clear direction.

Thus the majority of the respondents said that strongly agree towards no free flow of communication among employees for clear direction.

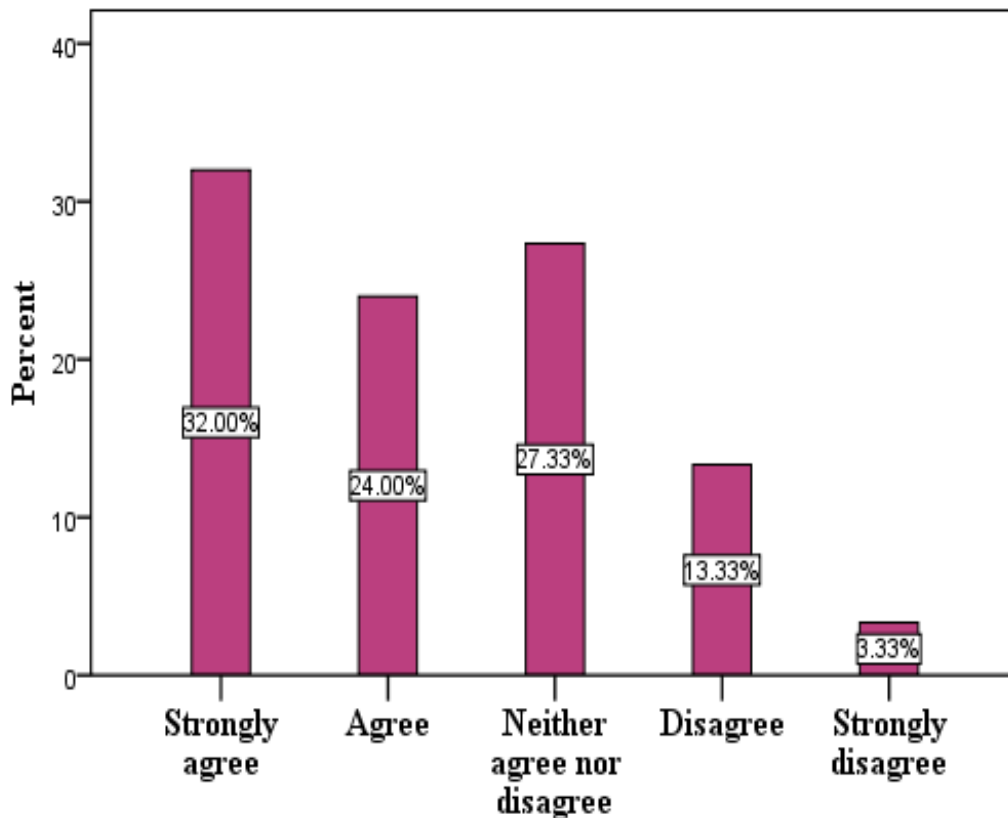


FIGURE NO: 5.7 NO FREE FLOW OF COMMUNICATION AMONG EMPLOYEES FOR CLEAR DIRECTION

TABLE NO: 5.8 SENIOR AND JUNIOR PARTIALITY TO OBTAIN COOPERATION IN THE WORK PLACE

Particulars	No. of the respondents	Percentage
Strongly agree	37	24.7
Agree	62	41.3
Neither agree nor disagree	18	12.0
Disagree	7	4.7
Strongly disagree	26	17.3
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 24.7% of the respondents said that strongly agree, 41.3% of the respondents said that agree, 12.0% of the respondents said that neither agree nor disagree, 4.7% of the respondents said that disagree and 17.3% of the respondents said that strongly disagree towards senior and junior partiality to obtain cooperation in the work place.

Thus the majority of the respondents said that agree towards senior and junior partiality to obtain cooperation in the work place.

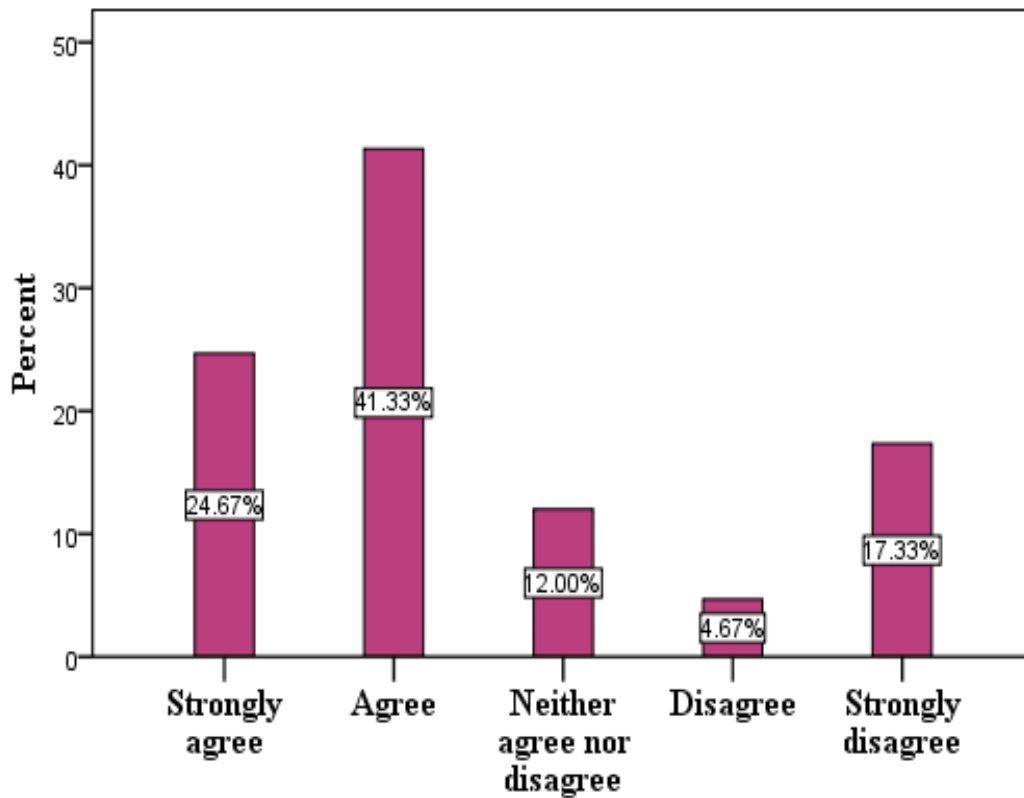


FIGURE NO: 5.8 SENIOR AND JUNIOR PARTIALITY TO OBTAIN COOPERATION IN THE WORK PLACE

TABLE NO: 5.9 TOO MUCH OF WORK LOAD AMONG THE EMPLOYEES PREVENT TO ASSIST OTHERS

Particulars	No. of the respondents	Percentage
Strongly agree	38	25.3
Agree	39	26.0
Neither agree nor disagree	37	24.7
Disagree	13	8.7
Strongly disagree	23	15.3
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 25.3% of the respondents said that strongly agree, 26.0% of the respondents said that agree, 24.7% of the respondents said that neither agree nor disagree, 8.7% of the respondents said that disagree and 15.3% of the respondents said that strongly disagree towards too much of work load among the employees prevent to assist others.

Thus the majority of the respondents said that agree towards too much of work load among the employees prevent to assist others.

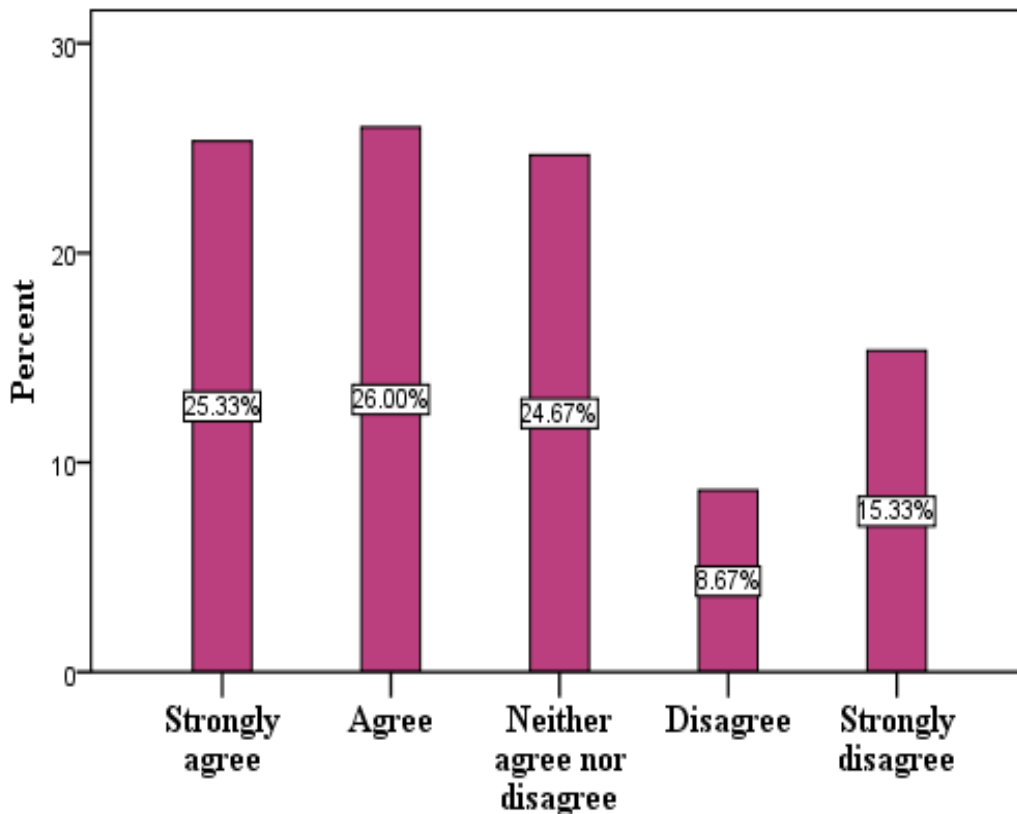


FIGURE NO: 5.9 TOO MUCH OF WORK LOAD AMONG THE EMPLOYEES PREVENT TO ASSIST OTHERS

TABLE NO: 5.10 NOISY WORK ATMOSPHERE IN THE WORK PLACE

Particulars	No. of the respondents	Percentage
Very true	57	38.0
True	34	22.7
Neutral	24	16.0
Untrue	26	17.3
Not very true	9	6.0
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 38.0% of the respondents said that very true, 22.7% of the respondents said that true, 16.0% of the respondents said that neutral, 17.3% of the respondents said that untrue and 6.0% of the respondents said that not very true towards noisy work atmosphere in the work place.

Thus the majority of the respondents said that very true towards noisy work atmosphere in the work place.

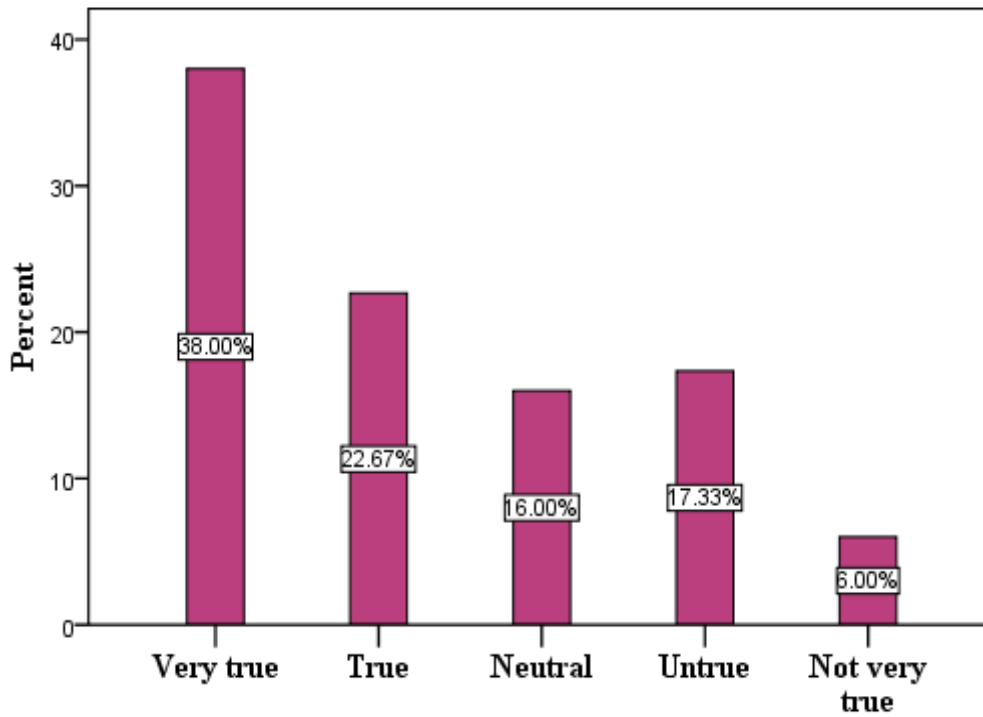


FIGURE NO: 5.10 NOISY WORK ATMOSPHERE IN THE WORK PLACE

TABLE NO: 5.11 CONGESTION IN THE WORK PLACE

Particulars	No. of the respondents	Percentage
Very true	27	18.0
True	67	44.7
Neutral	24	16.0
Untrue	9	6.0
Not very true	23	15.3
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 18.0% of the respondents said that very true, 44.7% of the respondents said that true, 16.0% of the respondents said that neutral, 6.0% of the respondents said that untrue and 15.3% of the respondents said that not very true towards congestion in the work place.

Thus the majority of the respondents said that true towards congestion in the work place.

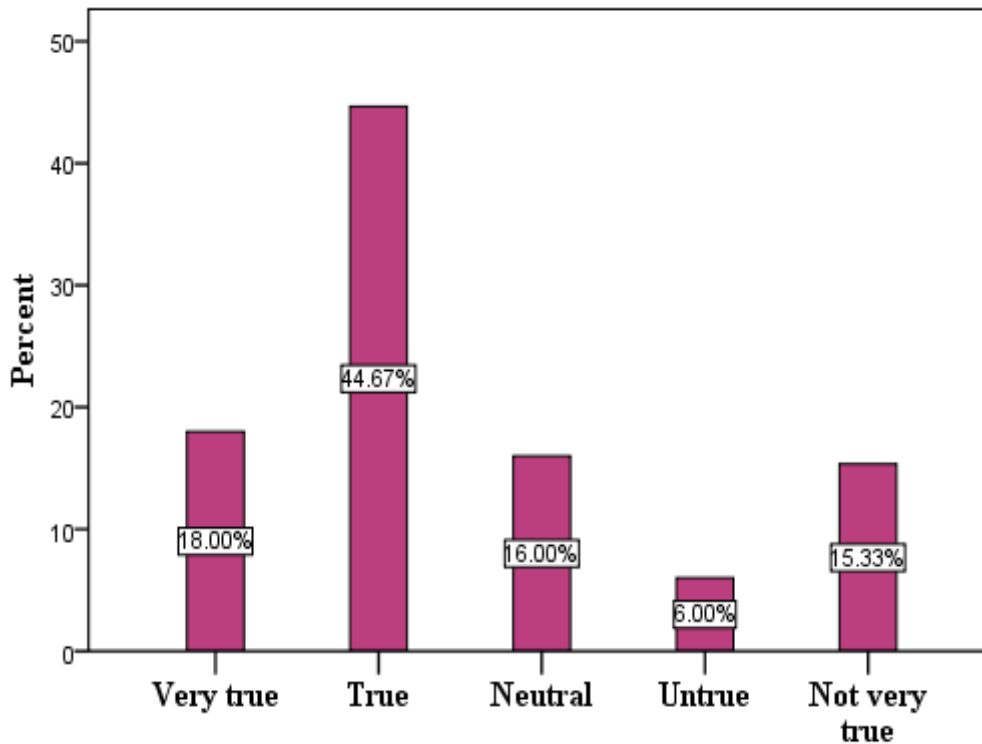


FIGURE NO: 5.11 CONGESTION IN THE WORK PLACE

TABLE NO: 5.12 POOR WORK LAYOUT OF THE ENVIRONMENT

Particulars	No. of the respondents	Percentage
Very true	30	20.0
True	25	16.7
Neutral	24	16.0
Untrue	26	17.3
Not very true	45	30.0
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 20.0% of the respondents said that very true, 16.7% of the respondents said that true, 16.0% of the respondents said that neutral, 17.3% of the respondents said that untrue and 30.0% of the respondents said that not very true towards poor work layout of the environment. Thus the majority of the respondents said that not very true towards poor work layout of the environment.

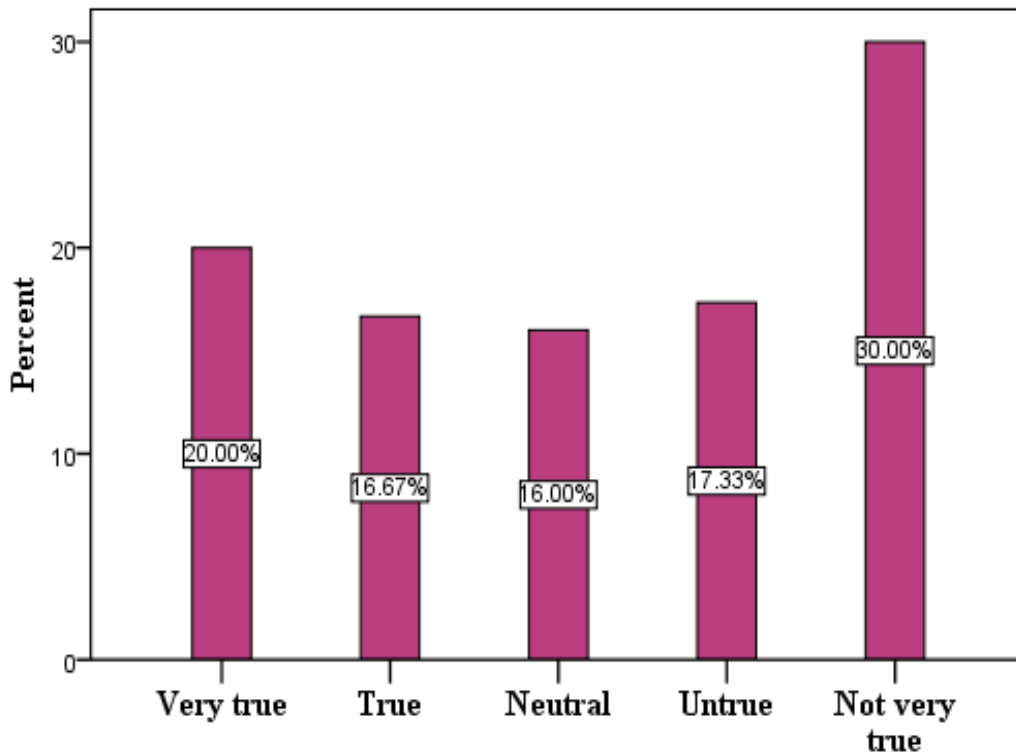


FIGURE NO: 5.12 POOR WORK LAYOUT OF THE ENVIRONMENT

TABLE NO: 5.13 SHORTAGES IN VENTILATION AND LIGHTING IN THE WORK ENVIRONMENT

Particulars	No. of the respondents	Percentage
Very true	46	30.7
True	49	32.7
Neutral	30	20.0
Untrue	12	8.0
Not very true	13	8.7
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 30.7% of the respondents said that very true, 32.7% of the respondents said that true, 20.0% of the respondents said that neutral, 8.0% of the respondents said that untrue and 8.7% of the respondents said that not very true towards shortages in ventilation and lighting in the work environment.

Thus the majority of the respondents said that true towards shortages in ventilation and lighting in the work environment.

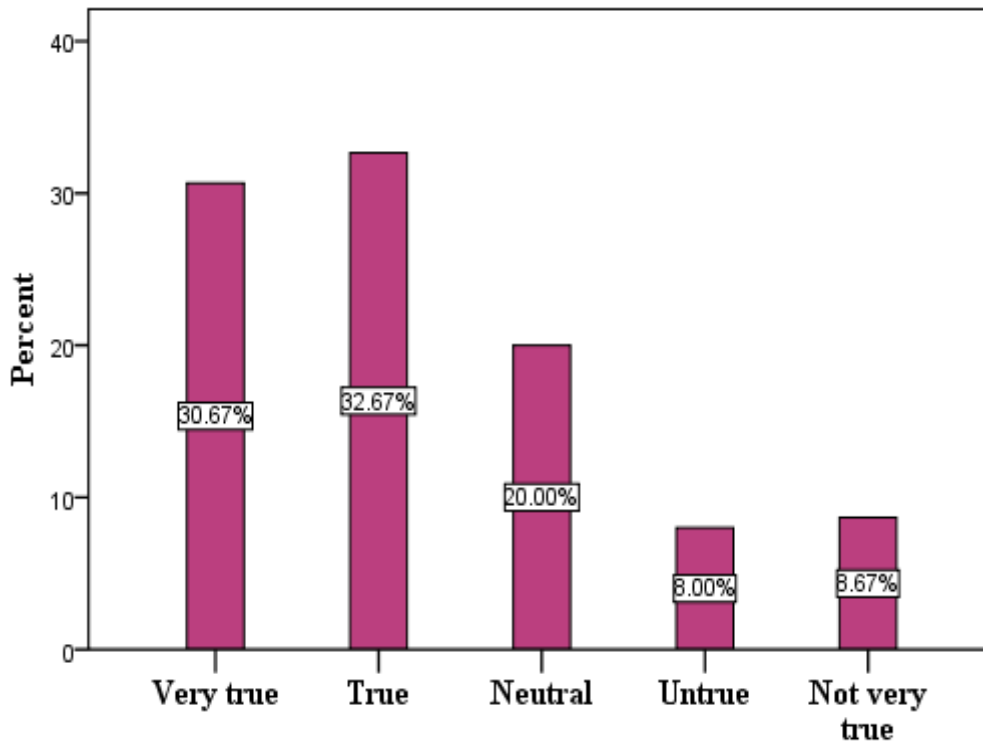


FIGURE NO: 5.13 SHORTAGES IN VENTILATION AND LIGHTING IN THE WORK ENVIRONMENT

TABLE NO: 5.14 THE WORK ENVIRONMENT IS NOT PLEASANT ABLE

Particulars	No. of the respondents	Percentage
Very true	22	14.7
True	26	17.3
Neutral	16	10.7
Untrue	58	38.7
Not very true	28	18.7
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 14.7% of the respondents said that very true, 17.3% of the respondents said that true, 10.7% of the respondents said that neutral, 38.7% of the respondents said that untrue and 18.7% of the respondents said that not very true towards the work environment is not pleasant able. Thus the majority of the respondents said that untrue towards the work environment is not pleasant able.

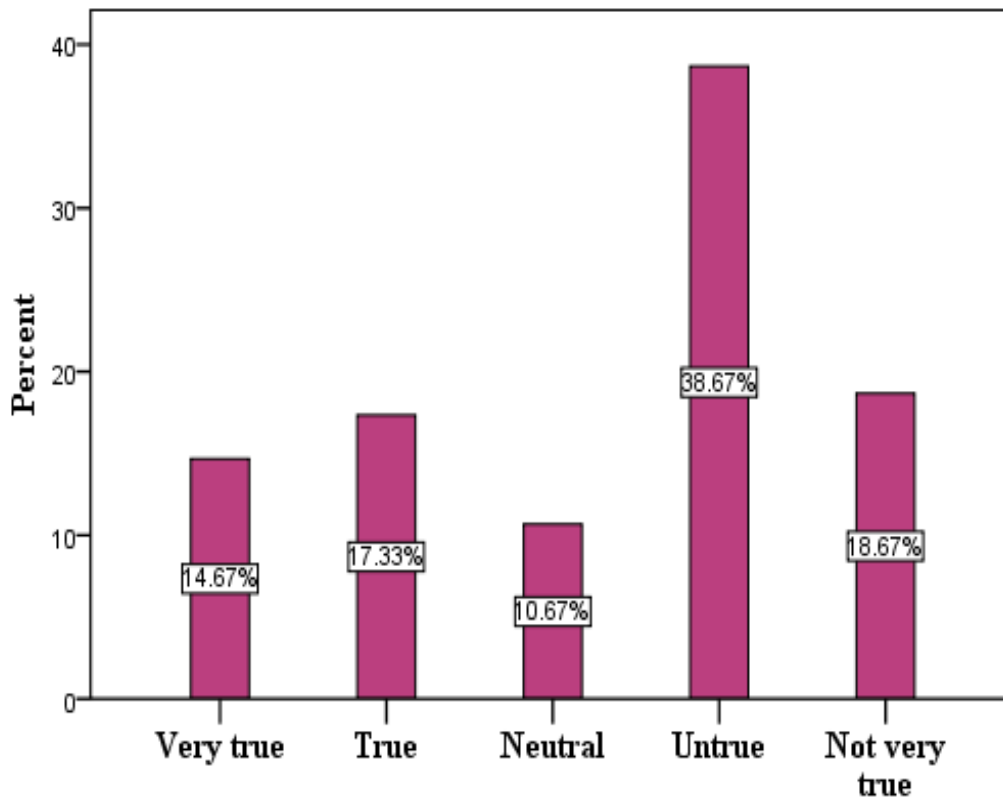


FIGURE NO: 5.14 THE WORK ENVIRONMENT IS NOT PLEASANT ABLE

TABLE NO: 5.15 THE ORGANISATION DOES NOT PROVIDE TIME TO ADAPT THE WORK NATURE

Particulars	No. of the respondents	Percentage
Strongly agree	16	10.7
Agree	75	50.0
Neither agree nor disagree	28	18.7
Disagree	16	10.7
Strongly disagree	15	10.0
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 10.7% of the respondents said that strongly agree, 50.0% of the respondents said that agree, 18.7% of the respondents said that neither agree nor disagree, 10.7% of the respondents said that disagree and 10.0% of the respondents said that strongly disagree towards the organisation does not provide time to adapt the work nature.

Thus the majority of the respondents said that agree towards the organisation does not provide time to adapt the work nature.

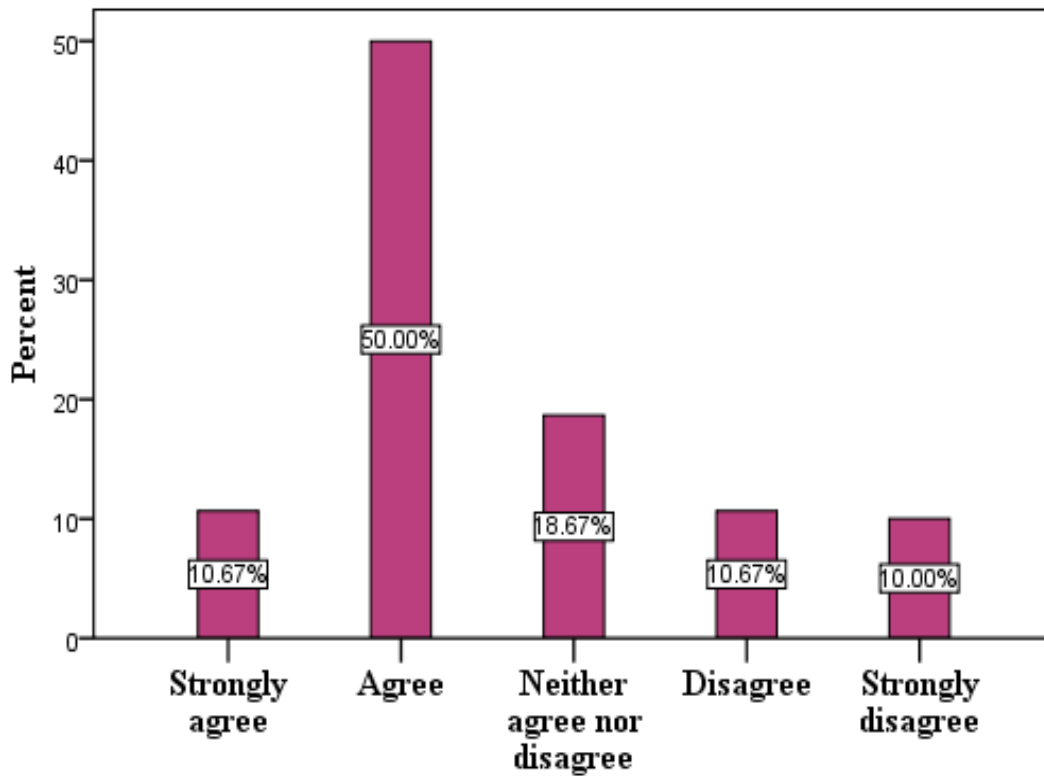


FIGURE NO: 5.15 THE ORGANISATION DOES NOT PROVIDE TIME TO ADAPT THE WORK NATURE

TABLE NO: 5.16 THE ORGANISATION DOES NOT PROVIDE THE RIGHT TRAINING TO ADAPT NEW TASKS TO SUCCESSFULLY ACCOMPLISH THE WORK

Particulars	No. of the respondents	Percentage
Strongly agree	31	20.7
Agree	36	24.0
Neither agree nor disagree	17	11.3
Disagree	35	23.3
Strongly disagree	31	20.7
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 20.7% of the respondents said that strongly agree, 24.0% of the respondents said that agree, 11.3% of the respondents said that neither agree nor disagree, 23.3% of the respondents said that disagree and 20.7% of the respondents said that strongly disagree towards the organisation does not provide the right training to adapt new tasks to successfully accomplish the work.

Thus the majority of the respondents said that agree towards the organisation does not provide the right training to adapt new tasks to successfully accomplish the work.

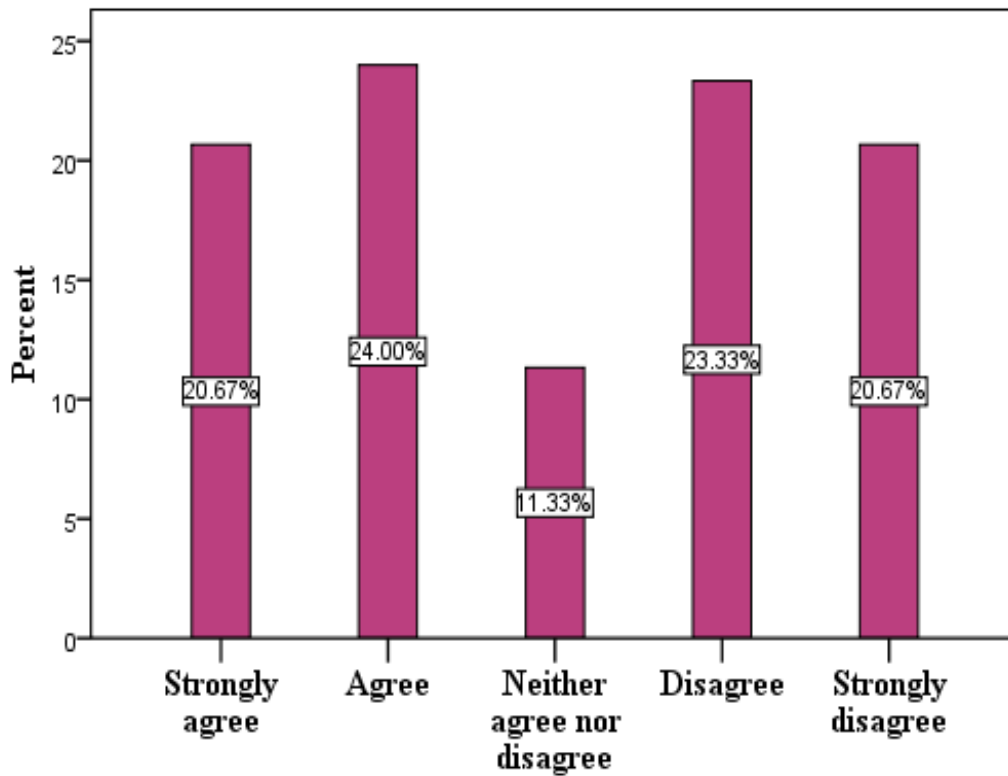


FIGURE NO: 5.16 THE ORGANISATION DOES NOT PROVIDE THE RIGHT TRAINING TO ADAPT NEW TASKS TO SUCCESSFULLY ACCOMPLISH THE WORK

TABLE NO: 5.17 FREQUENT CHANGES IN THE WORK NATURE TO HANDLE

Particulars	No. of the respondents	Percentage
Strongly agree	61	40.7
Agree	38	25.3
Neither agree nor disagree	22	14.7
Disagree	20	13.3
Strongly disagree	9	6.0
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 40.7% of the respondents said that strongly agree, 25.3% of the respondents said that agree, 14.7% of the respondents said that neither agree nor disagree, 13.3% of the respondents said that disagree and 6.0% of the respondents said that strongly disagree towards frequent changes in the work nature to handle.

Thus the majority of the respondents said that strongly agree towards frequent changes in the work nature to handle.

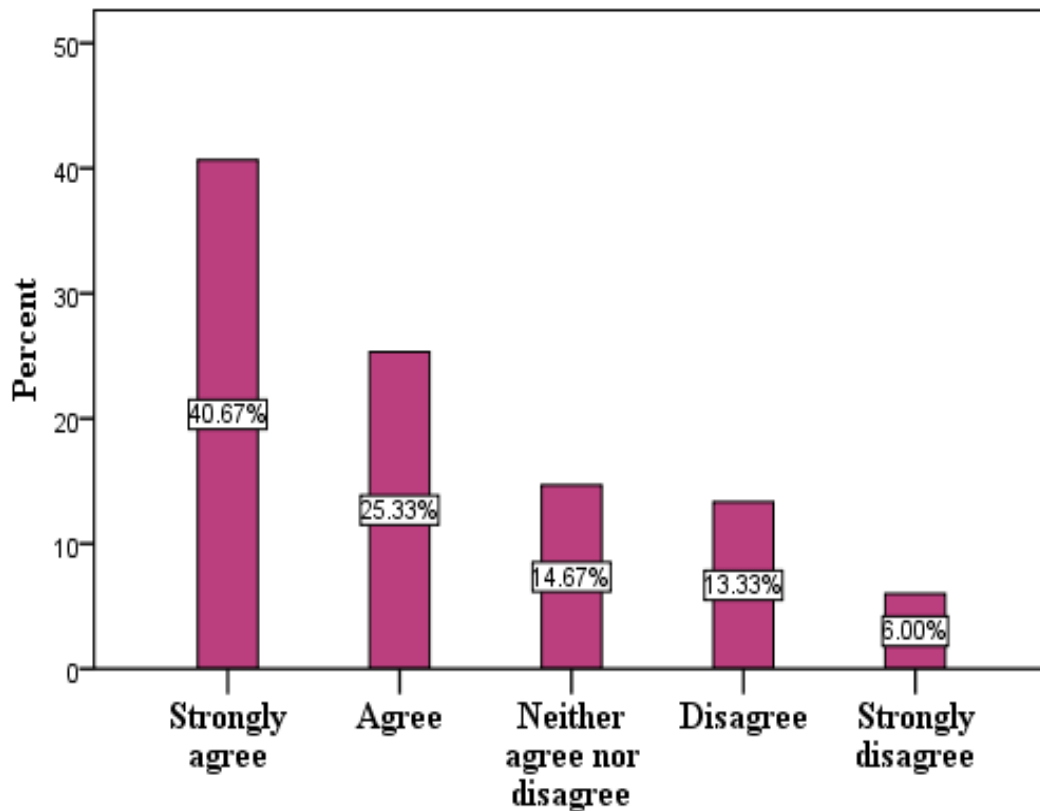


FIGURE NO: 5.17 FREQUENT CHANGES IN THE WORK NATURE TO HANDLE

TABLE NO: 5.18 DIFFICULTY IN COPE UP WITH THE TECHNOLOGY CHANGES

Particulars	No. of the respondents	Percentage
Strongly agree	67	44.7
Agree	51	34.0
Neither agree nor disagree	16	10.7
Disagree	3	2.0
Strongly disagree	13	8.7
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 44.7% of the respondents said that strongly agree, 34.0% of the respondents said that agree, 10.7% of the respondents said that neither agree nor disagree, 2.0% of the respondents said that disagree and 8.7% of the respondents said that strongly disagree towards difficulty in cope up with the technology changes.

Thus the majority of the respondents said that strongly agree towards difficulty in cope up with the technology changes.

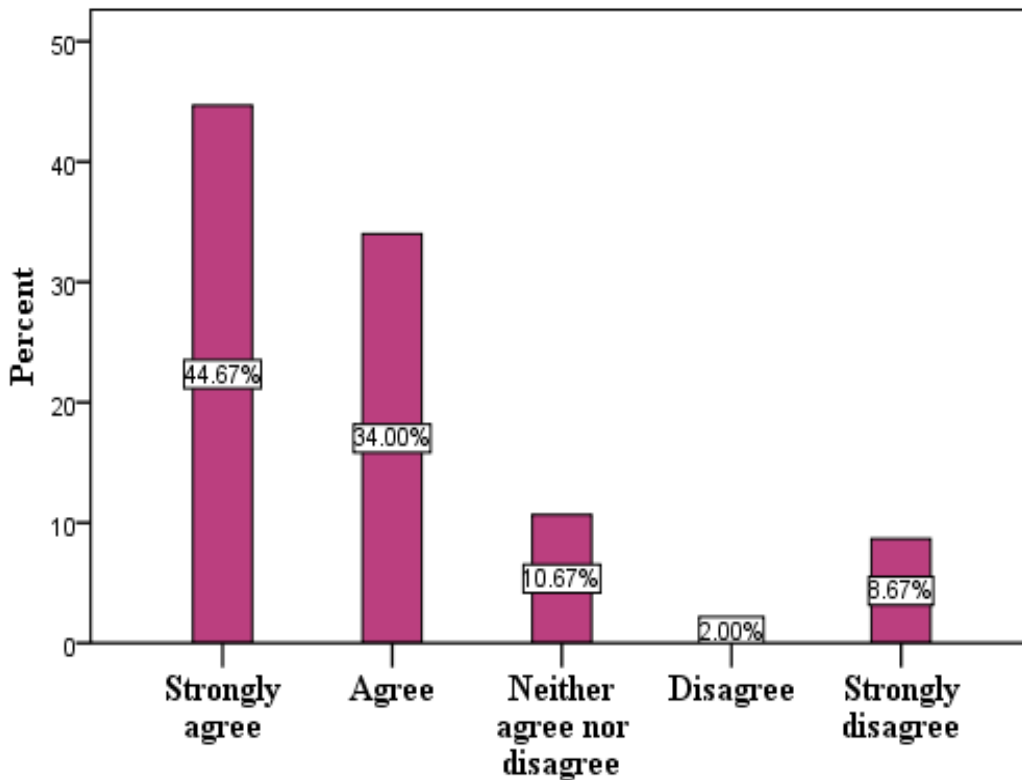


FIGURE NO: 5.18 DIFFICULTY IN COPE UP WITH THE TECHNOLOGY CHANGES

TABLE NO: 5.19 FREQUENT SHIFT TIME CHANGES MAKE DIFFICULT TO ADAPT

Particulars	No. of the respondents	Percentage
Strongly agree	26	17.3
Agree	61	40.7
Neither agree nor disagree	31	20.7
Disagree	12	8.0
Strongly disagree	20	13.3
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 17.3% of the respondents said that strongly agree, 40.7% of the respondents said that agree, 20.7% of the respondents said that neither agree nor disagree, 8.0% of the respondents said that disagree and 13.3% of the respondents said that strongly disagree towards frequent shift time changes make difficult to adapt.

Thus the majority of the respondents said that agree towards frequent shift time changes make difficult to adapt.

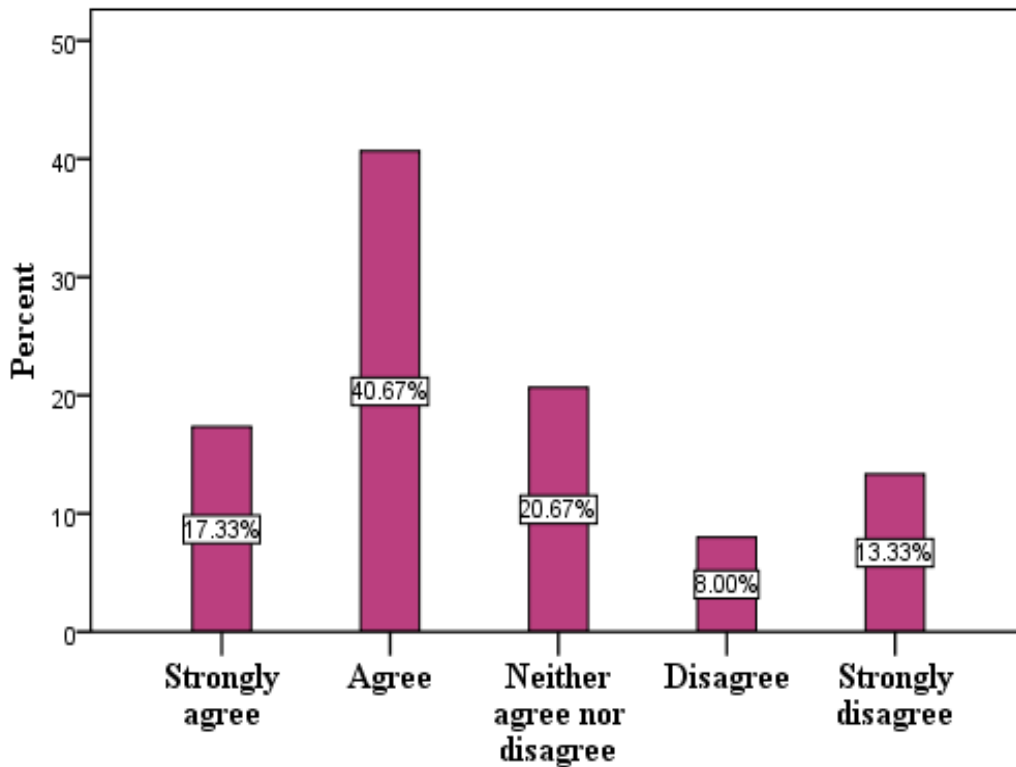


FIGURE NO: 5.19 FREQUENT SHIFT TIME CHANGES MAKE DIFFICULT TO ADAPT

TABLE NO: 5.20 THE INADEQUATE JOB KNOWLEDGE IS CHALLENGE FOR ME FOR MY CAREER PROGRESSION

Particulars	No. of the respondents	Percentage
Strongly agree	29	19.3
Agree	30	20.0
Neither agree nor disagree	58	38.7
Disagree	13	8.7
Strongly disagree	20	13.3
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 19.3% of the respondents said that strongly agree, 20.0% of the respondents said that agree, 38.7% of the respondents said that neither agree nor disagree, 8.7% of the respondents said that disagree and 13.3% of the respondents said that strongly disagree towards the inadequate job knowledge is challenge for me for my career progression.

Thus the majority of the respondents said that neither agree nor disagree towards the inadequate job knowledge is challenge for me for my career progression.

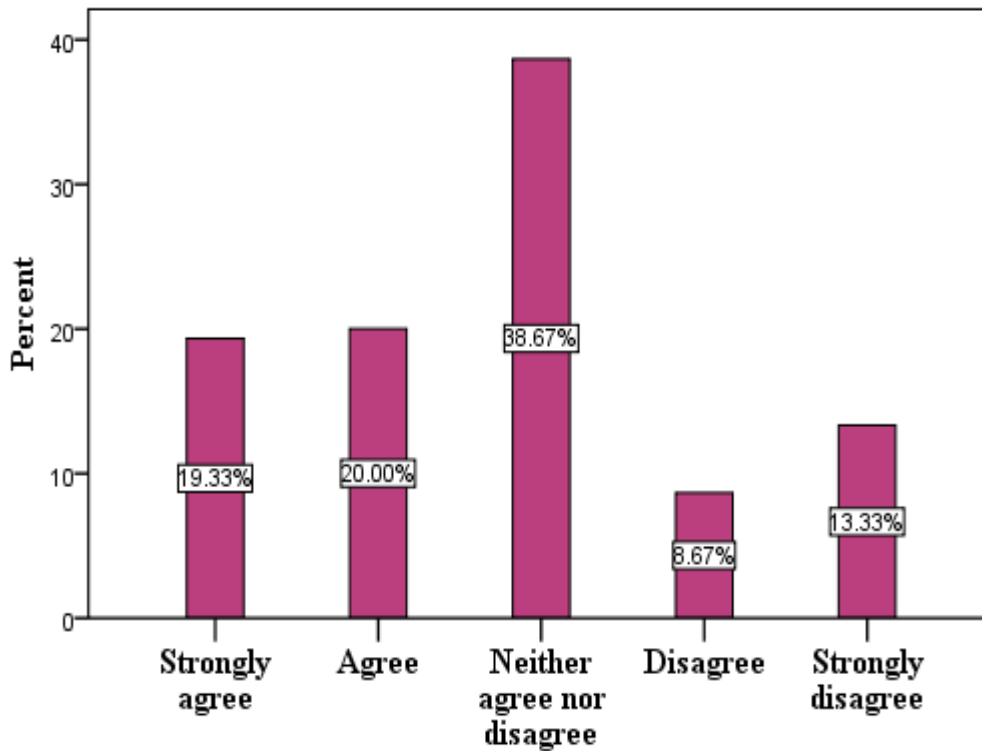


FIGURE NO: 5.20 THE INADEQUATE JOB KNOWLEDGE IS CHALLENGE FOR ME FOR MY CAREER PROGRESSION

TABLE NO: 5.21 LACK OF FAIRNESS IN TRAINING IN THE ORGANIZATION

Particulars	No. of the respondents	Percentage
Strongly agree	27	18.0
Agree	62	41.3
Neither agree nor disagree	32	21.3
Disagree	20	13.3
Strongly disagree	9	6.0
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 18.0% of the respondents said that strongly agree, 41.3% of the respondents said that agree, 21.3% of the respondents said that neither agree nor disagree, 13.3% of the respondents said that disagree and 6.0% of the respondents said that strongly disagree towards lack of fairness in training in the organization.

Thus the majority of the respondents said that agree towards lack of fairness in training in the organization.

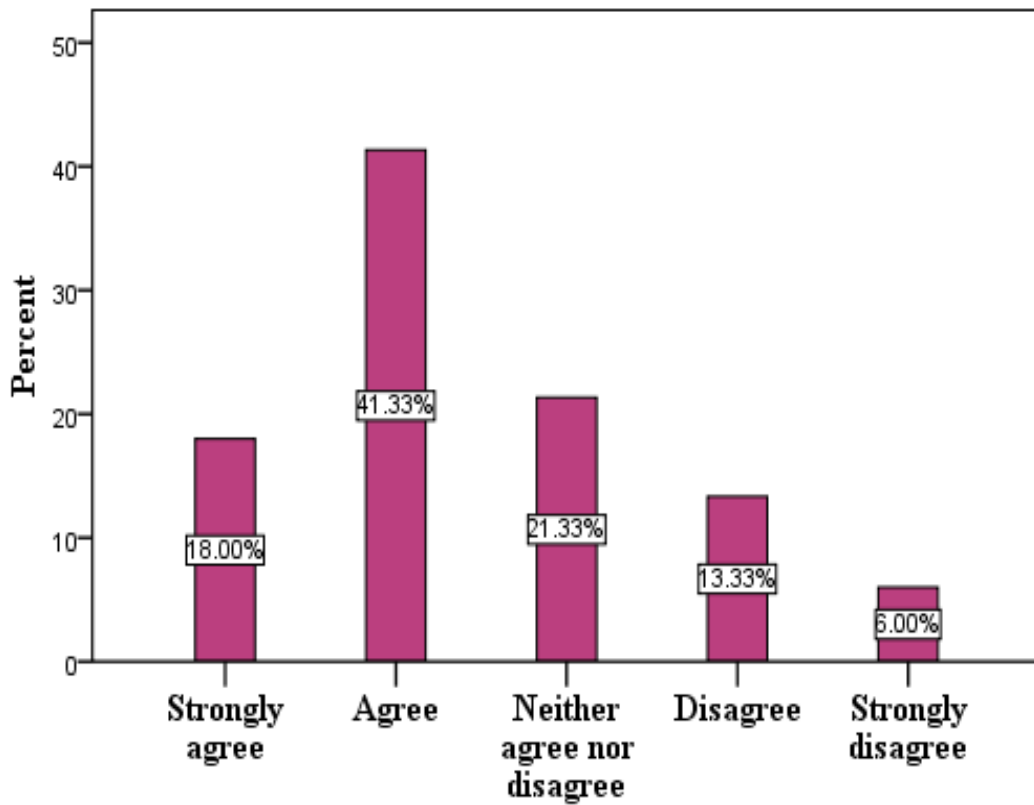


FIGURE NO: 5.21 LACK OF FAIRNESS IN TRAINING IN THE ORGANIZATION

TABLE NO: 5.22 THE ORGANIZATION PROVIDE LACK OF FAIRNESS IN PROMOTIONS FOR THE EMPLOYEES

Particulars	No. of the respondents	Percentage
Strongly agree	29	19.3
Agree	52	34.7
Neither agree nor disagree	38	25.3
Disagree	15	10.0
Strongly disagree	16	10.7
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 19.3% of the respondents said that strongly agree, 34.7% of the respondents said that agree, 25.3% of the respondents said that neither agree nor disagree, 10.0% of the respondents said that disagree and 10.7% of the respondents said that strongly disagree towards the organization provide lack of fairness in promotions for the employees.

Thus the majority of the respondents said that agree towards the organization provide lack of fairness in promotions for the employees.

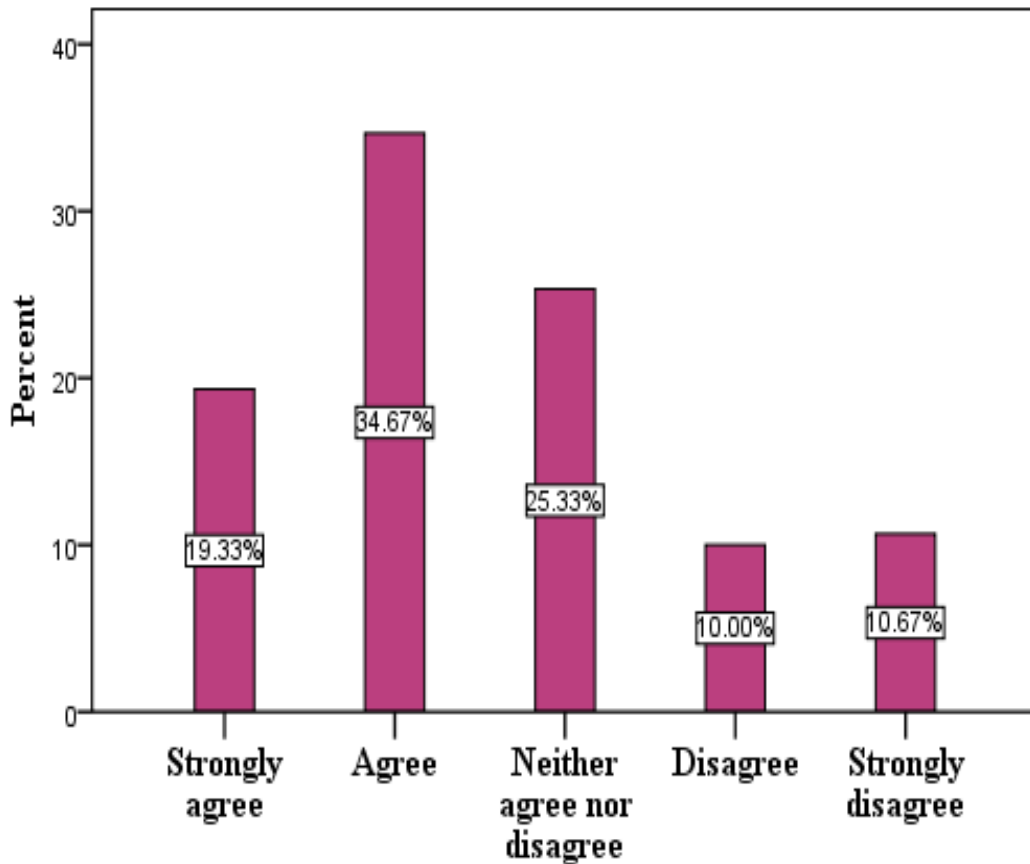


FIGURE NO: 5.22 THE ORGANIZATION PROVIDE LACK OF FAIRNESS IN PROMOTIONS FOR THE EMPLOYEES

TABLE NO: 5.23 LACK OF MENTORING IN THE ORGANIZATION

Particulars	No. of the respondents	Percentage
Strongly agree	26	17.3
Agree	42	28.0
Neither agree nor disagree	53	35.3
Disagree	22	14.7
Strongly disagree	7	4.7
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 17.3% of the respondents said that strongly agree, 28.0% of the respondents said that agree, 35.3% of the respondents said that neither agree nor disagree, 14.7% of the respondents said that disagree and 4.7% of the respondents said that strongly disagree towards lack of mentoring in the organization.

Thus the majority of the respondents said that neither agree nor disagree towards lack of mentoring in the organization.

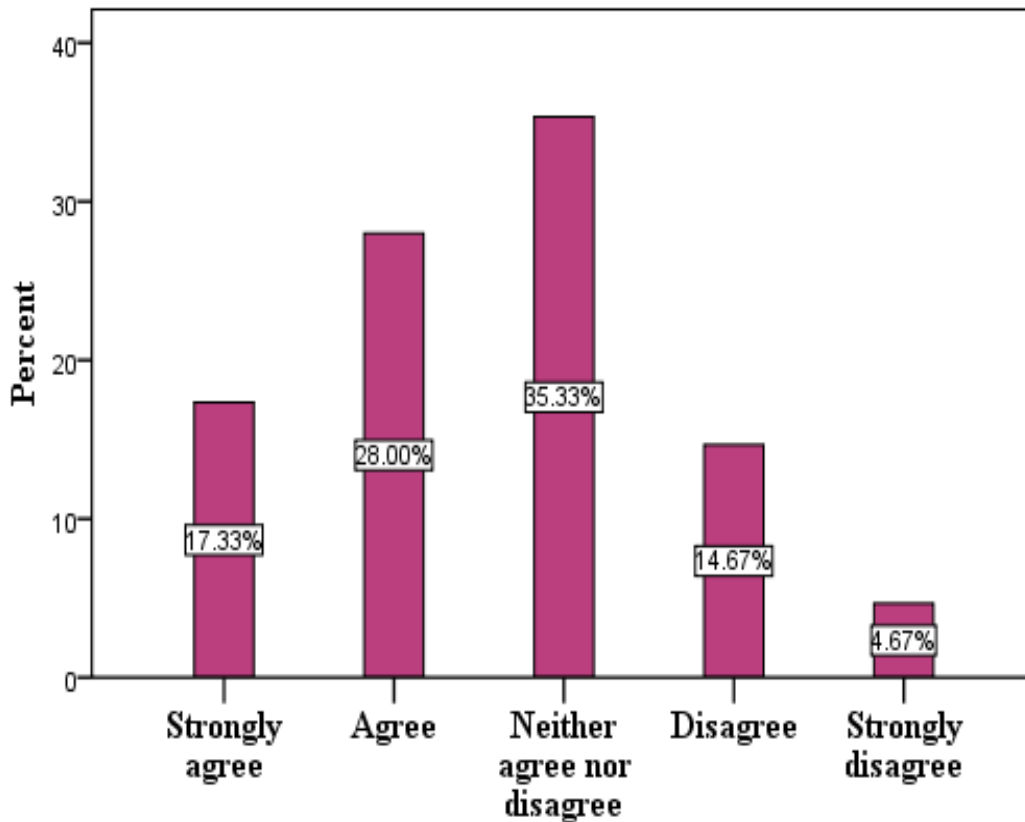


FIGURE NO: 5.23 LACK OF MENTORING IN THE ORGANIZATION

TABLE NO: 5.24 LESS LEVEL OF SUPPORTING SYSTEMS AT WORKPLACE FOR THE CAREER PROGRESSION

Particulars	No. of the respondents	Percentage
Strongly agree	64	42.7
Agree	41	27.3
Neither agree nor disagree	33	22.0
Disagree	8	5.3
Strongly disagree	4	2.7
Total	150	100.0

Source: Primary data

INTERPRETATION

The above table shows that 42.7% of the respondents said that strongly agree, 27.3% of the respondents said that agree, 22.0% of the respondents said that neither agree nor disagree, 5.3% of the respondents said that disagree and 2.7% of the respondents said that strongly disagree towards less level of supporting systems at workplace for the career progression.

Thus the majority of the respondents said that strongly agree towards less level of supporting systems at workplace for the career progression.

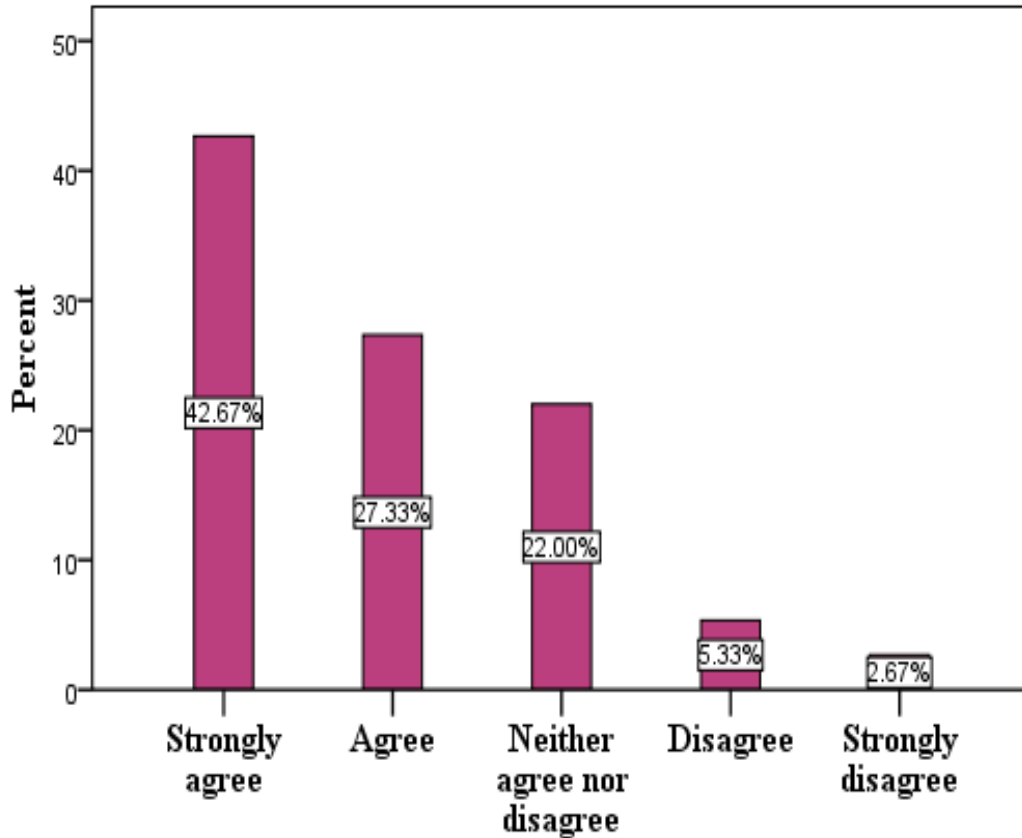


FIGURE NO: 5.24 LESS LEVEL OF SUPPORTING SYSTEMS AT WORKPLACE FOR THE CAREER PROGRESSION

CHI-SQUARE TEST

**RELATIONSHIP BETWEEN THE GENDER OF THE RESPONDENTS AND CHALLENGES IN ASSISTANCE FROM WORK PLACE
HYPOTHESIS TESTING**

Null hypothesis (Ho):

There is no significant relationship between the gender of the respondents and challenges in assistance from work place.

Alternative hypothesis (H1):

There is some significant relationship between the gender of the respondents and challenges in assistance from work place.

Case Processing Summary			
	Cases		
	Valid	Missing	Total

	N	Percentage	N	Percentage	N	Percentage
GENDER OF THE RESPONDENTS * CHALLENGES IN ASSISTANCE FROM WORK PLACE	150	100.0%	0	.0%	150	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.948 ^a	16	.055
Likelihood Ratio	27.929	16	.032
Linear-by-Linear Association	.069	1	.793
N of Valid Cases	150		

a. 22 cells (64.7%) have expected count less than 5. The minimum expected count is .28.

INTERPRETATION:

As per the above table, it is inferred that the P value is 0.055; it is not significant to 5% (0.05) significant level. The minimum expected count is 0.28. Thus null hypothesis is accepted and it is found that there is no significant relationship between the gender of the respondents and challenges in assistance from work place.

CHI-SQUARE TEST

RELATIONSHIP BETWEEN THE EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND CHALLENGES IN WORK ENVIRONMENT IN THE ORGANISATION HYPOTHESIS TESTING

Null hypothesis (H₀):

There is no significant relationship between the educational qualification of the respondents and challenges in work environment in the organisation.

Alternative hypothesis (H₁):

There is some significant relationship between the educational qualification of the respondents and challenges in work environment in the organisation.

Case Processing Summary						
		Cases				
		Valid		Missing		Total
	N	Percentage	N	Percentage	N	Percentage

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percentage	N	Percentage	N	Percentage
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS * CHALLENGES IN WORK ENVIRONMENT IN THE ORGANISATION	150	100.0%	0	.0%	150	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48.383 ^a	45	.338
Likelihood Ratio	53.671	45	.176
Linear-by-Linear Association	.418	1	.518
N of Valid Cases	150		

a. 56 cells (87.5%) have expected count less than 5. The minimum expected count is .20.

INTERPRETATION:

As per the above table, it is inferred that the P value is 0.338; it is not significant to 5% (0.05) significant level. The minimum expected count is 0.20. Thus null hypothesis is accepted and it is found that there is no significant relationship between the educational qualification of the respondents and challenges in work environment in the organisation.

CHI-SQUARE TEST

**RELATIONSHIP BETWEEN THE SALARY OF THE RESPONDENTS AND CHALLENGES IN WORK ADAPTABILITY IN THE ORGANISATION
HYPOTHESIS TESTING**

Null hypothesis (H₀):

There is no significant relationship between the salary of the respondents and challenges in work adaptability in the organisation.

Alternative hypothesis (H₁):

There is some significant relationship between the salary of the respondents and challenges in work adaptability in the organisation.

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percentage	N	Percentage	N	Percentage
SALARY (PER ANNUM) OF THE RESPONDENTS * CHALLENGES IN WORK ADAPTABILITY IN THE ORGANISATION	150	100.0%	0	.0%	150	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	90.451 ^a	60	.007
Likelihood Ratio	85.019	60	.019
Linear-by-Linear Association	.648	1	.421
N of Valid Cases	150		

a. 70 cells (87.5%) have expected count less than 5. The minimum expected count is .04.

INTERPRETATION:

As per the above table, it is inferred that the P value is 0.007; it is significant to 5% (0.05) significant level. The minimum expected count is 0.04. Thus alternative hypothesis is accepted and it is found that there is some significant relationship between the salary of the respondents and challenges in work adaptability in the organisation.

CORRELATION ANALYSIS

RELATIONSHIP BETWEEN EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND FACTORS THAT CAUSES FOR CHALLENGES IN CAREER PROGRESSION

Correlations			
		EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	FACTORS
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	Pearson Correlation	1	.179*
	Sig. (2-tailed)		.028
	N	150	150

FACTORS THAT CAUSES FOR CHALLENGES IN CAREER PROGRESSION	Pearson Correlation	.179*	1
	Sig. (2-tailed)	.028	
	N	150	150

INTERPRETATION:

The Above table indicates that out of 150 respondents, co-efficient of correlation between educational qualification of the respondents and factors that causes for challenges in career progression is 0.141. It is below 1. So there is positive relationship between educational qualification of the respondents and factors that causes for challenges in career progression.

**CHAPTER-6
SUMMARY AND CONCLUSIONS**

6.1 SUMMARY OF FINDINGS

- 72.0% of the respondents are male.
- 57.3% of the respondents are in the age group of 25-35 years.
- 51.3% of the respondents have completed PG.
- 32.7% of the respondents have Rs. 5, 00,001 – 10, 00,000 as their income level.
- 47.3% of the respondents said that strongly agree towards lack of supportiveness of colleagues.
- 36.7% of the respondents said that agree towards bias in allocating tasks by the superior.
- 32.0% of the respondents said that strongly agree towards no free flow of communication among employees for clear direction.
- 41.3% of the respondents said that agree towards senior and junior partiality to obtain cooperation in the work place.
- 26.0% of the respondents said that agree towards too much of work load among the employees prevent to assist others.
- 38.0% of the respondents said that very true towards noisy work atmosphere in the work place.
- 44.7% of the respondents said that true towards congestion in the work place.
- 30.0% of the respondents said that not very true towards poor work layout of the environment.
- 32.7% of the respondents said that true towards shortages in ventilation and lighting in the work environment.
- 38.7% of the respondents said that untrue towards the work environment is not pleasant able.
- 50.7% of the respondents said that agree towards the organisation does not provide time to adapt the work nature.
- 24.0% of the respondents said that agree towards the organisation does not provide the right training to adapt new tasks to successfully accomplish the work.
- 40.7% of the respondents said that strongly agree towards frequent changes in the work nature to handle.
- 44.7% of the respondents said that strongly agree towards difficulty in cope up with the technology changes.
- 40.7% of the respondents said that agree towards frequent shift time changes make difficult to adapt.

- 38.7% of the respondents said that neither agree nor disagree towards the inadequate job knowledge is challenge for me for my career progression.
- 41.3% of the respondents said that agree towards lack of fairness in training in the organization.
- 34.7% of the respondents said that agree towards the organization provide lack of fairness in promotions for the employees.
- 35.3% of the respondents said that neither agree nor disagree towards lack of mentoring in the organization.
- 42.7% of the respondents said that strongly agree towards less level of supporting systems at workplace for the career progression.
- There is no significant relationship between the gender of the respondents and challenges in assistance from work place.
- There is no significant relationship between the educational qualification of the respondents and challenges in work environment in the organisation
- There is some significant relationship between the salary of the respondents and challenges in work adaptability in the organisation
- There is positive relationship between educational qualification of the respondents and factors that causes for challenges in career progression.

6.2 SUGGESTIONS

- There must be supportiveness of colleagues in the work place. The company must ensure for team spirit and mutual relationship among the employees in the organisation.
- There should not be any bias in assigning the task by the superior such as gender, caste and race.
- There should be free flow of communication among the employees for clear direction to accomplish the task smoothly.
- There should not be partially between the juniors and seniors in the work place.
- There should not too much of work load for the employees. The work load must be a reasonable one.
- The organisation must arrange the peaceful and pleasant work environment for the employees.
- The work place must be a comfort and convenient one to do job. There must be enough space to do the task.
- The layout must be well designed one and to be attractive one to motivate the employees.
- There must be proper ventilation and lighting to do the job for employees. It will lead to productivity for the organisation.
- The work environment must make employees a pleasant work to reduce absenteeism and employee turnover for the organisation.
- The organisation must provide proper time period to adopt the organisational culture and work nature for employees.
- The organisation must provide the right training to employees to accomplish new tasks in the work place.
- There should not be any frequent changes in the work nature for the employees. The frequent changes make difficulty for the employees to adopt.
- The technology changes must be educated and trained by the organization to the employees to adopt successfully.

- There should not any frequent changes in shift time, since it will lead to frustration among the employees towards the management.
- The organisation must arrange for the employees to feed knowledge and create opportunities for their career progression.
- There must be fairness in training process for all sort of employees in the organisation.
- The organisation has to provide promotional opportunities for the employees in order to motivate them for the organisation.
- The organisation must arrange mentoring system for the employees for counselling as well as to redress their grievances.
- The organisation must ensure for increase the support for the career progression of the employees in the work place to motivate them.

6.3 CONCLUSIONS

People (employees) are the most valuable asset in an organisation. But challenges come up over and over again. Whatever the reasons, there is always a possibility of challenge which employees needs to resolve. These need to be resolved positively for a smooth functioning of organisation. If the issues are not handled well and promptly, it can have a long-lasting impact on the productivity of individual employee, group of employees, division or the whole organisation. The challenges must be identified and resolving for smooth functioning of the organisation. The study clearly reveals that some of the employees are facing challenges with the work environment and work adaptability. The organisation must create peaceful work environment for the employees to improve organisational productivity. As well as the organisation must provide time to adopt work nature as well proper training to handle the task successfully. Few of the employees expect career progression in the work place. The organisation must assure and facilitate for their career progression by offering quality training and fair promotion in order to motivate them and to be loyal to the organisation.

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**ANNEXURE
QUESTIONNAIRE**

**A STUDY ON CHALLENGES FACED BY EMPLOYEES IN LARSEN & TOUBRO LTD.,
CHENNAI**

1. Name
2. Gender
 - a) Male b) Female
3. Age
 - a) Below 25 b) 25-35 c) 36-45 d) 46-55 e) Above 55
4. Educational Qualification
 - a) UG b) PG c) Diploma d) Professional
5. Salary (Per annum)
 - a) Below Rs.2,50,000 b) Rs. 2,50,000 - 5,00,000
 - c) Rs. 5,00,001 – 10,00,000 d) Rs. 10,00,000 – 15,00,000
 - e) Above Rs. 15,00, 000

Challenges in assistance from work place

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
6. There is lack of supportiveness of					

colleagues					
7. There is bias in allocating tasks by the superior					
8. There is no free flow of communication among employees for clear direction					
9. There is senior and junior partiality to obtain cooperation in the work place					
10. Too much of work load among the employees prevent to assist others					

Challenges in work environment in the organisation

	Very true	True	Neutral	Untrue	Not very true
11. There is noisy work atmosphere in the work place					
12. There is congestion in the work place					
13. There is poor work layout of the environment					
14. There is shortages in ventilation and lighting in the work environment					
15. The work environment is not pleasant					

Challenges in work adaptability in the organisation

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
16. The organisation does not provide time to adapt the work nature					
17. The organisation does not provide the right training to adapt new tasks to successfully accomplish the work					
18. There is frequent changes in the work nature to handle					
19. There is difficulty in coping up with the technology changes					
20. Frequent shift time changes makes it difficult to adapt					

Factors that causes for challenges in career progression

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
21.The Inadequate job knowledge is a challenge for me and for my career progression					
22.There is lack of fairness in training in the organisation					
23.The organisation provide lack of fairness in promotions for the employees					
24.There is lack of mentoring in the organisation					
25.There is less level of supporting systems at workplace for the career progression					

26. Suggestions
