

A STUDY ON ORGANIZATIONAL CULTURE TOWARDS TEXTILE INDUSTRY IN KARUR DISTRICT

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Abstract

Organizational culture is the way of behaving of people inside an association and the implying that individuals join to those ways of behaviors. Culture includes the textile industries' vision, values, norms, systems, symbols, language, assumptions, beliefs and habits. Organizational Culture is a pattern of basic assumption invented, discovered, or developed by a group as it learns to cope with its problems of external adaptation and internal integration. This has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those processes. Any desired change to the culture of has to be done through the employees and by the employees. HRM does have an important role of play in Organizational Culture, as it is the people who work for the, who embrace and develop a particular culture within the, any desired change to the culture of the textile industries has be made through the individuals and by the individuals. Thus, the basic HRM practices like recruitment, selection, training, etc. affect the performance and stability of a textile industries. The data are collected through questionnaire and the sampling technique is stratified random sampling technique. For statistical analyses, SPSS-25 version used and Statistical tools like percentage analysis, Descriptive analysis, ANOVA, Correlation, inter correlation matrix and 't' test applied. The findings were based on the Research hypothesis, demographic profile and various dimensions of Organizational culture towards textile industry. Suggestions and Conclusion are based on those findings. This paper focuses on the importance of designing towards Organizational culture towards textile industry.

Keywords: *Leadership, Human resource development, performance management, job satisfaction, employee engagement, HRM practices, Rewards and recognition and motivation*

Introduction

One could consider corporations as big families. Management acts to develop its employees by caring for and coaching them, setting objectives and standards for excellent performance. Every employee from the textile industries from the chief executive officer to the lowest clerk share some responsibility for textile industries products and services and unique patterns with which they carry

out their obligations. To perpetuate the culture and each worker passes valued traits along to succeeding generations. Culture is the social behavior and norms found in human social orders.

Culture is viewed as a central concept in anthropology, encompassing the scope of phenomena that are transmitted through social learning in social orders. Cultural universals are tracked down in every human society; these incorporate expressive forms like workmanship, music, dance, ritual, religion, and technologies like tool utilization,, cooking, shelter, and clothing. The idea of material culture covers the physical expressions of culture, such as technology, architecture and workmanship, whereas the immaterial aspects of culture such as principles of social organization (including practices of political organization and social institutions), mythology, philosophy, literature (both written and oral), and science contain the intangible cultural heritage of a society.

Organizational Culture is a pattern of basic assumption invented, discovered, or created by a gathering as it learns to cope with its problems of external adaptation and internal integration (Gopinath, 2020a) This has worked well enough to be considered valid and, accordingly, to be educated to new individuals as the correct way to perceive, think, and feel in relation to those processes.

Human resources do play a moving part to play in organizational culture, as it is the worker who work for the, who embrace and improve a particular culture within the. Any desired change to the culture of has to be done through the workers and by the representatives.

Human Recourse Management does have an important role of play in Organizational Culture, as it is the individual who work for the, who embrace and develop a particular culture within the, any desired change to the culture of the textile industries has be made through the individual and by the individual. Thus, the basic Human Recourse Management practices like recruitment, selection, training, etc. affect the performance and stability of textile industries. These practices have the ability to influence worker behavior and create values that develop organizational culture (Gopinath, 2020b). Since the behavior change referees to how one acts or conducts oneself, if Human Recourse practices could positively affect the behavior, developing positive thinking about Organizational initiatives towards the workers can help in creating value for the strategies and would result in positive outcomes for the business.

Cultural values are part of the external dimensions that affect Human Recourse practices. A number of cultural values in a textile industry influence on worker behavior. Organizational cultures are considered strong when the core values are both seriously held and generally shared. In a strong culture where people share assumptions and values, the workplace is an environment in which individuals thrive and learn. Strong cultures foster high agreement among employees, building loyalty, commitment and cohesiveness. As a outcome, workers show lower absenteeism and are less likely to leave them (Gopinath, 2011). Hence, a strong organization culture indicates

that workers are like minded and hold similar beliefs and ethical values. When these beliefs and ethical values align with business goals, they can prove to be effective in building teams because rapport and trust quickly ensues. The bonds that the groups fabricate assist them avoid conflicts and focus on task completion. Strong organization cultures ease communication of roles and responsibilities to all workers. Workers know what is expected of them, how management assesses their performance and what forms of rewards are available. Thus, an organizational culture is a vital part of any successful business. A positive culture can help attract and retain loyal and committed workers, which, in turn, can strengthen relationships with customers and other partners. Just like any other asset, organizational culture should be observed and nurtured to ensure that it reflects the vision.

Review of literature

Srivastav and Swatee (2012) in their paper distinguished the key factors of organizational culture and communication which can shape employee engagement in banks, which should be engaged for improving energy, devotion and retention of representatives in the financial area.

Nusrat Khan (2013) observed that there are a few for engagement which vary by industry, job functions, and group and gathering and occupation level. Great quality line the board, two way open correspondence, compelling collaboration, center around creating representatives and their prosperity, fair compensation and advantages, Good HR rehearses set up and an amicable workplace.

Moradi et al (2013) directed research in insurance companies in Iran. In this study, they found an organization culture to straightforwardly influence competitive strategies of organization and competitive strategies enhance organizational performance, so organization culture indirectly affects organizational performance in Insurance organizations.

Afaneh et al. (2014) found positive linkage between organizational culture and level of organization commitment in confidential colleges at Jordanian. In this study 5 factors of organizational culture, explained by Hofstede model of national culture and 3 factors of organization commitment considered.

Mutsuddi Indraneil (2015) in his descriptive research at medical hospital Kolkata, developed a job engagement model which shows the relation of workers job engagement with other factors like job attractiveness, fair compensation, goal achievement, participation, feedback and supervision relation.

P. Ravi Kumar et al. (2016) he direct relationship between human resource management practices (performance appraisal, career management, training, reward system, and recruitment) and organizational innovation (product innovation, process innovation, and regulatory development). From the outcomes it is seen that human asset the executives rehearses have a positive effect on

hierarchical development. Especially, from the discoveries, it tends to be shown that, there is a positive connection among preparing and three elements of hierarchical development like item advancement, process development and regulatory development. Moreover, execution examination is likewise found to impact managerial advancement.

The objective of the paper by Saleh Md. Arman (2017) is to evaluate the creation of impact by several instruments of sustainable HRM practices on the performance in different companies. In this study, seven factors i.e. human resource recruitment and selection, personnel deployment, human resource development, human resource marketing employee retainment, dis-employment and management and leadership are considered as sustainable HRM instruments. From this review, it is found that human asset enrollment and choice, human asset promoting and misemployment of human resource have a positive impact on the organizational performance.

Research methodology

Need of the study

It is highly believed that shared organizational culture helps to unite employees of different demographics. Many employees within an organization come from different backgrounds, families and traditions and have their own cultures. Having a shared culture at the workplace gives them a sense of unity and understanding towards one another, promoting better communication and less conflict. In addition, a shared organizational culture promotes equality by ensuring employees are neglected at the workplace and that each is treated equally. This study details with the effective organizational cultural benefits for best results in employee performance which ultimately results in reaching unique standards of an organization.

Objectives of the study

1. To find-out the level of organizational culture towards textile industries.
2. To describe socio-demographic profile of the employees.
3. To examine the level of employee engagement and motivation.
4. To analyze various factors of organizational culture towards textile industries.
5. To find out suitable suggestions for organizational culture towards textile industries.

Research Design

Research design proposed for the study is 'Descriptive' type of research design. This type of research deals with employees working in Karur textile industries. Sample size: 156. The sample data was collected from the employees who are working in Karur textile industries in Tamil Nadu. Disproportional sampling technique has been used to select the sample.

Research Hypothesis:

1. There is a significant correlation between age of the respondents and various dimensions of organizational culture.

2. There is a significant correlation between number of family members of the respondents and various dimensions of organizational culture.
3. There is a significant inter correlation matrix among various dimensions of organizational culture.
4. There is a significant difference between gender of the respondents and various dimensions of organizational culture.
5. There is a significant difference between marital status of the respondents and various dimensions of organizational culture
6. There is a significant difference between type of family of the respondents and various dimensions of organizational culture
7. There is a significant variance among the respondents' educational qualification with regard to various dimensions of organizational culture.
8. There is a significant variance among the respondents' designation with regard to various dimensions of organizational culture.
9. There is a significant association between respondents' monthly income and various dimensions of organizational culture.
10. There is a significant association between respondents' experience and various dimensions of organizational culture.

Period of study

The study on organizational culture towards textile industries at Karur textile Industries in Tamil Nadu was carried out during the period of July 15th to August 18th 2022.

Table 1: Table showing mean, standard deviation & rank for employee engagement

S.No	Employee Engagement	Mean	Std. Deviation	Rank
1.	Understand the long-term strategy of organization	3.87	0.770	3
2.	Everybody in this organization lives up to organization values	3.77	0.918	6
3.	Employees can speak openly without fear of retribution	3.85	0.948	4
4.	Leaders encourage employees to try new ways to accomplish their work.	3.84	0.943	5
5.	At work, Employees opinion is considered by superior	4.74	0.765	1
6.	The mission or purpose of my organization makes feel that job is important	4.14	0.919	2

Table1:The above table shows descriptive statistics for Employee Engagement. It is observed that at work, employees opinion is considered by superior got first rank (Mean: 4.74, Std. Deviation: 0.765), the mission or purpose of my organization makes feel that job is important got second rank

(Mean: 4.14, Std. Deviation: 0.919) , Understand the long-term strategy of organization got third rank (Mean: 3.87, Std. Deviation: 0.770) , Employees can speak openly without fear of retribution got fourth rank (Mean: 3.85, Std. Deviation: 0.948) , Leaders encourage employees to try new ways to accomplish their work got fifth rank (Mean: 3.84, Std. Deviation: 0.943) and Everybody in this organization lives up to organization values got sixth rank (Mean: 3.77, Std. Deviation: 0.918).

Table 2: **Table showing mean, standard deviation & rank for motivation**

S.No	Motivation	Mean	Std. Deviation	Rank
1.	Encourages the abilities of workers based on competition	3.83	0.853	4
2.	Makes us feel that we are always supported from the management	3.75	0.906	5
3.	Encourages team spirit among the team	3.15	1.482	7
4.	Finds ways for the progress of good workers	3.23	1.288	6
5.	No partiality among workers	4.02	0.793	2
6.	Accepts ideas related to work improvement	3.93	0.798	3
7.	Job itself provides clear and direct feedback on how effective performing job	2.67	1.391	8
8.	Job allows to do something from beginning to end	2.63	1.045	9
9.	Job allows to use a wide range of talents	4.17	0.796	1

Table2: The above table shows descriptive statistics for Motivation. It is found that Job allows to use a wide range of talents had first rank (Mean: 4.17, Std. Deviation: 0.796), No partiality among workers had second rank (Mean: 4.02, Std. Deviation: 0.793) , Accepts ideas related to work improvement had third rank (Mean: 3.93, Std. Deviation: 0.798) , Encourages the abilities of workers based on competition had fourth rank (Mean: 3.83, Std. Deviation: 0.853) , Makes us feel that we are always supported from the management had fifth rank (Mean: 3.75, Std. Deviation: 0.906), Finds ways for the progress of good workers had sixth rank (Mean: 3.23, Std. Deviation: 1.288), Encourages team spirit among the team had seventh rank (Mean: 3.15, Std. Deviation: 1.482), Job itself provides clear and direct feedback on how effective performing job had eighth rank (Mean: 2.67, Std. Deviation: 1.391) and Job allows to do something from beginning to end had ninth rank (Mean: 2.63, Std. Deviation: 1.045).

Table 3: **Karl Pearson’s Co-Efficient of correlation between the respondents’ Age and various dimensions of Organizational culture towards textile industries**

S.No	Organizational culture	Correlation value	Statistical Interface
1.	Age and Leadership	0.393**	p < 0.01 Significant
2.	Age and Human resource development	0.271**	p < 0.01 Significant
3.	Age and Performance management	0.304**	p < 0.01 Significant
4.	Age and Job satisfaction	0.295**	p < 0.01 Significant
5.	Age and Employee engagement	0.393**	p < 0.01 Significant
6.	Age and HRM Practices	0.372**	p < 0.01 Significant
7.	Age and Rewards and recognition	0.298**	p < 0.01 Significant
8.	Age and Motivation	0.483**	p < 0.01 Significant
9.	Age and Overall organizational culture	0.345**	p < 0.01 Significant

** Correlation is **significant** at the **0.01** level

* Correlation is **significant** at the **0.05** level

Table3: There is a significant correlation between age of the respondents and various dimensions of Organizational culture such as Leadership, Human resource development, Performance management, Job satisfaction, Performance Appraisal, Employee engagement, HRM Practices, Rewards and recognition, Motivation and Overall organizational culture.

Table 4: Inter Correlation Matrix among Various Dimensions of Organizational culture

	Leadership	Human resource development	Performance management	Job satisfaction	Employee engagement	HRM Practices	Rewards and recognition	Motivation	Overall organizational culture
<i>Leadership</i>	1								
<i>Human resource development</i>	.725**	1							
<i>Performance management</i>	.799**	.903**	1						
<i>Job satisfaction</i>	.812**	.850**	.859**	1					
<i>Employee engagement</i>	.739**	.814**	.863**	.832**	1				
<i>HRM Practices</i>	.661**	.789**	.802**	.787**	.898**	1			
<i>Rewards and recognition</i>	.660**	.776**	.780**	.744**	.725**	.729**	1		
<i>Motivation</i>	.622**	.682**	.667**	.648**	.711**	.656**	.754**	1	
<i>Overall organizational culture</i>	.817**	.913**	.940**	.895**	.900**	.854**	.849**	.788**	1

** Correlation is **significant** at the **0.01** level

* Correlation is **significant** at the **0.05** level

Table 4: The above table shows that there is a highly significant relationship among the various dimensions of Organizational culture such as Leadership, Human resource development, Performance management, Job satisfaction, Performance Appraisal, Employee engagement, HRM Practices, Rewards and recognition and Motivation at 0.01 level.

Table 5: ‘t’ test between the respondents’ marital status and organizational culture in various dimensions

S.No	Organizational Culture	\bar{X}	S.D	Statistical Inference
1.	Leadership			

	Married (N:99)	30.6061	2.88139	t =10.304 p < 0.001 Significant
	Unmarried (N:56)	35.3036	2.42652	
2.	Human resource development			
	Married (N:99)	33.4747	3.46806	t =8.813 p < 0.001 Significant
	Unmarried (N:56)	38.3393	2.98040	
3.	Performance management			
	Married (N:99)	18.7374	2.84492	t =8.737 p < 0.001 Significant
	Unmarried (N:56)	22.7321	2.52616	
4.	Job satisfaction			
	Married (N:99)	22.7879	2.61188	t =8.564 p < 0.001 Significant
	Unmarried (N:56)	26.3393	2.22610	
5.	Employee engagement			
	Married (N:99)	22.3333	2.72928	t =12.437 p < 0.001 Significant
	Unmarried (N:56)	27.4821	1.94461	
6.	HRM Practices			
	Married (N:99)	22.9899	1.85437	t =13.478 p < 0.001 Significant
	Unmarried (N:56)	27.1250	1.79962	
7.	Rewards and recognition			
	Married (N:99)	28.4848	2.13027	t =10.939 p < 0.001

	Unmarried (N:56)	33.3571	3.41349	Significant
8.	Motivation			
	Married (N:99)	29.4444	2.44207	t =12.034 p < 0.001 Significant
	Unmarried (N:56)	34.8036	3.01764	
9.	Overall organizational culture			
	Married (N:99)	213.8182	12.78580	t =10.860 p < 0.001 Significant
	Unmarried (N:56)	236.7143	12.28852	

Table 5: There is a significant difference between respondents’ marital status and various dimensions of Organizational culture such as Leadership, Human resource development, Performance management, Job satisfaction, Performance Appraisal, Employee engagement, HRM Practices, Rewards and recognition, Motivation and Overall organizational culture.

Table 6: One way analysis of variance among the respondents’ designation with regard to various dimensions of organizational culture

S. N	Source	Df	SS	MS	\bar{X}	Statistical Inference
1.	Leadership					
	Between Groups	2	1280.018	640.009	G1=25.6667 G2=30.6949	F=150.420 P < 0.001 Significant
	Within Groups	152	646.731	4.255	G3=34.7037	
2.	Human resource development					
	Between Groups	2	1603.868	801.934	G1=28.0000 G2=33.3220	F=133.983 P < 0.001 Significant
	Within Groups	152	909.770	5.985	G3=37.9630	
3.	Performance management					
	Between Groups	2	1165.676	582.838	G1=13.3333 G2=18.9661	F=161.291 P < 0.001

	Within Groups	152	549.266	3.614	G3=22.3333	Significant
4.	Job satisfaction				G1=18.3333	F=140.783
	Between Groups	2	904.134	452.067	G2=22.8136	P < 0.001
	Within Groups	152	488.085	3.211	G3=26.0494	Significant
5.	Employee engagement				G1=17.3333	F=216.246
	Between Groups	2	1395.679	697.840	G2=22.4746	P < 0.001
	Within Groups	152	490.514	3.227	G3=26.7160	Significant
6.	HRM Practices				G1=20.3333	F=160.378
	Between Groups	2	764.451	382.226	G2=22.7627	P < 0.001
	Within Groups	152	362.258	2.383	G3=26.5062	Significant
7.	Rewards and recognition				G1=25.2667	F=103.346
	Between Groups	2	1114.839	557.420	G2=28.1525	P < 0.001
	Within Groups	152	819.844	5.394	G3=32.6914	Significant
8.	Motivation				G1=25.6000	F=146.709
	Between Groups	2	1391.632	695.816	G2=29.1356	P < 0.001
	Within Groups	152	720.910	4.743	G3=34.0864	Significant
9.	Overall organizational culture				G1=193.6000	F=156.969
	Between Groups	2	29024.070	14512.035	G2=212.7966	P < 0.001
	Within Groups	152	14052.665	92.452	G3=234.1358	Significant

G1= Manager, G2= Supervisor and G3= Worker

Table 6: There is a significant variance among the respondents' designation with regard to various dimensions of Organizational culture such as Leadership, Human resource development, Performance management, Job satisfaction, Performance Appraisal, Employee engagement, HRM Practices, Rewards and recognition, Motivation and Overall organizational culture.

FINDINGS AND SUGGESTIONS

Findings based on socio-demographic profile

1. Nearly half (i.e.) 49.0 per cent of the respondents were in the age group of 21 to 30 years.
2. High majority (i.e.) 85.8 percent of the respondents were male.
3. Majority (i.e.) 63.9 percent of the respondents were married.
4. More than half (i.e.) 52.0 per cent of the respondents were Diploma holders.
5. More than three-fourth (i.e.) 76.8 per cent of the respondents belong to nuclear family.
6. More than half (i.e.) 57.4 per cent of the respondents had three to four family members.
7. Nearly half (i.e.) 49.7 per cent of the respondents got monthly income from Rs.10000 to Rs.20000.
8. More than half (i.e.) 52.3 per cent of the respondents were workers.
9. One-third (i.e.) 33.5 per cent of the respondents had experience 5 to 10 years.

Findings based on Low and high level of various dimensions of organizational culture

1. More than half (i.e.) 54.2 per cent of the respondents got high level with respect to leadership.
2. Majority (i.e.) 60.0 per cent of the respondents had high level with respect to Human resource development.
3. More than half (i.e.) 53.5 per cent of the respondents obtained high level with regard to performance management.
4. Majority (i.e.) 69.7 per cent of the respondents acquired high level with regard to job satisfaction.
5. Majority (i.e.) 60.0 per cent of the respondents got high level with regard to employee engagement.
6. Majority (i.e.) 69.7 per cent of the respondents had high level with respect to HRM practices.
7. Majority (i.e.) 67.1 per cent of the respondents had high level with respect to rewards and recognition.
8. More than half (i.e.) 59.4 per cent of the respondents got high level with regard to motivation.
9. More than half (i.e.) 51.6 per cent of the respondents had high level with related to overall organizational culture.

Findings based hypotheses

1. There is a significant correlation between age of the respondents and various dimensions of organizational culture.
2. There is a significant correlation between number of family members of the respondents and various dimensions of organizational culture.
3. There is a significant inter correlation matrix among various dimensions of organizational culture.

4. There is a significant difference between gender of the respondents and various dimensions of organizational culture.
5. There is a significant difference between marital status of the respondents and various dimensions of organizational culture
6. There is a significant difference between type of family of the respondents and various dimensions of organizational culture
7. There is a significant variance among the respondents' educational qualification with regard to various dimensions of organizational culture.
8. There is a significant variance among the respondents' designation with regard to various dimensions of organizational culture.
9. There is a significant association between respondents' monthly income and various dimensions of organizational culture.
10. There is a significant association between respondents' experience and various dimensions of organizational culture.

Suggestions

1. It is suggested that Textile management can be more approachable to the employees keeping in mind the expectations of employees' category.
2. Employees lacking competence in doing their job should be helped to acquire competence rather than left unattended.
3. Textile industries may consider employees' promotion decisions should be based on their suitability to the promotion rather than on favoritism.
4. Employees felt that their textile supervisors are not sharing information with them and not giving them appreciation. Thus the employees should be engaged while setting textile goals and objectives.
5. Employees would work harder if they knew that their effort leads to higher pay. Hence textile industries should consider fair monetary benefits should be given as motivational factor to the newly recruited.

Conclusion: In this paper is to study on organizational culture in Textiles industries in Karur district. The paper concludes that the organizational culture can contribute to enhance the textile industries employee performance and has a great impact. As per this paper, it shows that there is a significant effect of organization culture on its different dimensions, thus it means that the organizational practice of good culture has an impact on the performance of the employees, therefore, it can be linked with other cultural factors that can equally enhance performance as a good environment. It is also found that there is a significant influence of human resource development, performance management, job satisfaction, employee engagement, rewards and recognition, and motivation show their influence on employees' performance. A strong organizational culture supports adaptation and develops textile industries employee performance by motivating employees toward a shared goal and objective;

and finally shaping and channeling employees' behavior to that particular direction ought to be at the top of operational and functional schemes. A textile industries mission reflects its ultimate long term objective which is accomplished by conducting integrated operational and behavioral activities. Textile industries performance improves if it has a clear sense of purpose and commitment towards its mission. Successful and well performed organization defines its organization goals.

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