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A STUDY ON ORGANIZATIONAL DEVELOPMENT IN COROMANDEL ENGINEERING COMPANY LIMITED

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ABSTRACT

This study focuses on Organizational Development in Coromandel Engineering Company Limited, one of the reputed engineering and construction companies in India. Organizational Development plays a significant role in improving organizational effectiveness, employee satisfaction, communication, leadership, and productivity. In today's competitive business environment, organizations must continuously adapt to technological advancements, market competition, and changing employee expectations. The study aims to examine the organizational culture, employee relationships, leadership practices, and overall development activities followed within the company.

The research was conducted using both primary and secondary data. Primary data were collected from employees through structured questionnaires, while secondary data were gathered from books, journals, company records, websites, and reports. The sample size for the study consisted of 120 respondents selected through convenient sampling. Statistical tools such as percentage analysis, chi-square test, correlation analysis, and ANOVA were used to interpret the collected data.

The findings reveal that most employees are satisfied with the working culture of the organization and maintain positive relationships with co-workers and supervisors. Employees also expressed strong attachment toward the organization and awareness regarding the company's vision and goals. The study concludes that Organizational Development practices adopted by the company contribute positively to employee engagement, teamwork, communication, and organizational growth. Suggestions such as strengthening leadership practices, improving communication systems, enhancing training programs, and promoting continuous development are recommended for future improvement.

CHAPTER – I
INTRODUCTION

Organizational Development (OD) is a systematic and planned process designed to improve organizational effectiveness through changes in structure, culture, processes, leadership, and employee behavior. It is a long-term effort that helps organizations adapt to changing business environments while ensuring employee satisfaction and organizational growth. Organizational Development combines concepts from psychology, sociology, management, and behavioral science to create positive transformation within organizations.

In the modern business environment, organizations face several challenges such as globalization, technological advancements, competition, changing customer demands, and workforce diversity. To survive and grow successfully, companies must continuously improve their systems, processes, and employee capabilities. Organizational Development helps organizations achieve these goals by enhancing communication, teamwork, leadership effectiveness, employee participation, and organizational culture.

The success of Organizational Development depends largely on employee involvement and management support. Employees are considered the most valuable resources of an organization. Therefore, organizations must focus on employee satisfaction, motivation, training, and career development to improve overall productivity. Effective leadership also plays an important role in Organizational Development because leaders guide employees through change, motivate teams, and create a positive work environment.

Organizational Development involves several important stages such as diagnosis, intervention, implementation, and evaluation. Diagnosis helps identify organizational problems and opportunities for improvement. Interventions include training programs, leadership development, team-building activities, communication improvement strategies, and change management practices. Evaluation ensures that the implemented strategies are achieving the desired outcomes.

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The present study focuses on Organizational Development practices in Coromandel Engineering Company Limited. The company operates in the engineering and infrastructure sector and has established a strong reputation for quality, innovation, and project execution. The study examines employee satisfaction, workplace relationships, communication practices, leadership effectiveness, and employee development initiatives within the organization.

INDUSTRY PROFILE

The engineering and construction industry is one of the most important sectors contributing to economic growth and infrastructure development. It supports industries such as transportation, manufacturing, energy, housing, and information technology. Engineering companies are responsible for designing, constructing, manufacturing, and maintaining infrastructure and industrial systems essential for modern society.

India has become a major player in the engineering industry due to rapid industrialization, urbanization, infrastructure expansion, and government initiatives such as "Make in India," Smart Cities Mission, and industrial corridor projects. Cities like Chennai, Bengaluru, Hyderabad, and Pune have emerged as engineering and manufacturing hubs attracting both domestic and international investments.

Technological innovation has significantly transformed the engineering industry. The adoption of computer-aided design (CAD), robotics, automation, artificial intelligence, and Industry 4.0 technologies has improved productivity and operational efficiency. Modern engineering companies increasingly focus on sustainable construction practices, renewable energy projects, and environmentally friendly technologies.

The industry also faces challenges such as rising raw material costs, labor shortages, economic fluctuations, project delays, and intense competition. Companies must continuously innovate and improve operational efficiency to remain competitive in the market.

Despite these challenges, the future of the engineering industry remains promising due to increasing demand for smart infrastructure, green buildings, renewable energy projects, transportation systems, and industrial automation technologies.

COMPANY PROFILE

Coromandel Engineering Company Limited is a leading engineering and construction company operating under the Murugappa Group. The company has established a strong reputation in infrastructure development, industrial construction, commercial buildings, and engineering solutions.

The company offers a wide range of products and services including concrete pumps, batching plants, tower cranes, transit mixers, passenger hoists, and construction equipment. Its modern manufacturing facilities and skilled workforce enable the company to deliver high-quality engineering solutions to clients across India and international markets.

The organization strongly emphasizes innovation, quality assurance, employee development, and customer satisfaction. It has implemented several Organizational Development initiatives to improve employee performance, workplace culture, communication, and leadership practices.

The company also actively participates in Corporate Social Responsibility (CSR) activities focusing on education, healthcare, environmental sustainability, and community welfare.

OBJECTIVES OF THE STUDY

Primary Objective

To study Organizational Development in Coromandel Engineering Company Limited.

Secondary Objectives

- To study employee satisfaction regarding the working culture of the organization.
- To examine relationships between employees and co-workers.
- To evaluate employee development and organizational support.
- To analyze communication and leadership effectiveness.
- To measure employee attachment toward the organization.

NEED FOR THE STUDY

The study is important because Organizational Development directly influences employee performance, productivity, and organizational growth. The research helps identify employee opinions regarding organizational culture, leadership practices, communication systems, and workplace relationships. It also assists management in understanding employee expectations and implementing effective improvement strategies.

SCOPE OF THE STUDY

The study covers organizational structure, employee relationships, leadership practices, communication systems, employee development programs, and workplace culture within the company. It also examines employee attitudes, teamwork, and organizational effectiveness.

LIMITATIONS OF THE STUDY

The study has certain limitations. The findings are based on responses collected from a limited sample size of employees and may not represent the entire organization. Respondents may also provide biased opinions based on personal perceptions. Time limitations and restricted access to confidential organizational information may affect the depth of analysis.

STATEMENT OF THE PROBLEM

Organizations often face challenges such as employee resistance to change, communication barriers, low employee motivation, inadequate leadership support, and insufficient training opportunities. These issues can negatively affect organizational performance and employee satisfaction. Therefore, it is necessary to examine Organizational Development practices and identify improvement areas within the company.

CHAPTER – II
REVIEW OF LITERATURE

Several researchers have emphasized the importance of Organizational Development in improving organizational performance and employee engagement.

John P. Kotter proposed an eight-step change model emphasizing leadership involvement in successful organizational transformation. Gary Yukl highlighted transformational leadership as a key factor influencing employee motivation and organizational effectiveness.

Edgar H. Schein emphasized the importance of organizational culture in shaping employee behavior and supporting organizational change. William A. Kahn introduced the concept of employee engagement and psychological attachment to work.

Studies conducted on Coromandel Engineering Company Limited indicate that the company maintains effective project management practices, strong safety systems, and socially responsible initiatives contributing positively to organizational growth and employee development.

CHAPTER – III
RESEARCH METHODOLOGY

Research methodology refers to the systematic approach used to collect, analyze, and interpret data for achieving research objectives.

Research Design

The study adopted a descriptive research design to analyze Organizational Development practices within the organization.

Sources of Data

Primary Data

Primary data were collected directly from employees using structured questionnaires.

Secondary Data

Secondary data were collected from books, journals, company records, reports, websites, and previous research studies.

Sampling Technique

Convenience sampling method was used for selecting respondents.

Sample Size

The sample size consisted of 120 employees.

Statistical Tools Used

- Percentage Analysis
- Chi-Square Test
- Correlation Analysis
- ANOVA

CHAPTER – IV
DATA ANALYSIS AND INTERPRETATION

The analysis shows that a majority of respondents were male employees. Most employees belonged to the age group between 30 and 40 years. The majority of respondents had work experience between 3 and 6 years within the organization.

Employee responses indicate a positive organizational environment. Most employees agreed that they maintain good relationships with co-workers and supervisors. Employees also expressed satisfaction with the organizational culture and communication practices.

The Chi-Square analysis revealed a significant relationship between employee opinions and workplace relationships. The correlation coefficient value of 0.99 indicates a strong positive relationship between employee satisfaction and co-worker relationships.

The findings suggest that the company maintains a supportive and collaborative work environment that encourages teamwork, communication, and employee engagement.

CHAPTER – V
FINDINGS

- Majority of respondents were male employees.
- Most respondents belonged to the age group of 30–40 years.
- Employees showed positive opinions regarding organizational culture.
- Strong relationships exist between employees and co-workers.
- Employees are aware of the company's vision and goals.
- Supervisors actively support employees and encourage suggestions.
- Employees feel personally attached to the organization.
- Communication between management and employees is generally effective.
- Organizational Development practices positively influence employee satisfaction and teamwork.

SUGGESTIONS

The following suggestions are recommended for improving Organizational Development practices within the organization:

- Strengthen leadership development programs.
- Improve employee communication systems.
- Conduct regular training and skill development programs.
- Encourage employee participation in decision-making.
- Promote teamwork and collaborative work culture.
- Implement continuous performance evaluation systems.
- Enhance employee welfare and recognition programs.
- Foster innovation and adaptability within the organization.

CONCLUSION

Organizational Development plays an important role in improving organizational effectiveness, employee satisfaction, and business performance. The study conducted in Coromandel Engineering Company Limited reveals that the organization maintains a positive work culture, effective leadership practices, and supportive employee relationships.

The company has successfully implemented various Organizational Development initiatives that contribute to employee motivation, teamwork, communication, and productivity. Employees generally expressed satisfaction with the working environment and demonstrated strong attachment toward the organization.

The study concludes that continuous Organizational Development efforts are essential for achieving long-term organizational success. By focusing on employee development, leadership improvement, communication effectiveness, and organizational culture, the company can further strengthen its competitive position and ensure sustainable growth in the future

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