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ORGANISATIONAL CLIMATE: A STUDY ON  
LEADERSHIP STYLE, COMMUNICATION GAP, AND  
EMPLOYEE SATISFACTION

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**ORGANISATIONAL CLIMATE: A STUDY ON LEADERSHIP STYLE,  
COMMUNICATION AND EMPLOYEE SATISFACTION IN ARALEA BEACH  
RESORT BY STONE WOOD MORJIM- GOA**

An Internship Report For

Course Code and Course Title: MGA-652 Industry Internship

Credits: 16

Submitted In Partial Fulfillment of Master's Degree

**MBA In HUMAN RESOURCES**

By

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Under The Mentorship Of

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DATE:03/05/2024

Examined by:



Seal of the school

## **DECLARATION BY STUDENT**

I hereby declare that the data presented in this Internship report entitled, **“Organisational Climate: A Study on Leadership Style, Communication and Employee Satisfaction in Aralea Beach Resort by Stone Wood Morjim- Goa”** is based on the results of investigations carried out by me in the Discipline of Management Studies at Goa Business School, Goa University, under the mentorship of Dr. Suraj Velip, and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities/College will not be responsible for the correctness of observations /experimental or other findings given the internship report/work.

I hereby authorize the University/college authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.

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Date: 03/05/2024

Place: Goa University

## COMPLETION CERTIFICATE

This is to certify that the internship report **“Organisational Climate: A Study on Leadership Style, Communication and Employee Satisfaction in Aralea Beach Resort By Stone Wood Morjim- Goa”** is a bonafide work carried out by Ms. Ruksar Shaikh, under my mentorship in partial fulfilment of the requirements for the award of the degree of Master of Business Administration in the Discipline Management Studies at the Goa Business School, Goa



Dr. Suraj Velip

Signature and Name of Mentor

Date: 03/05/2024



Signature of Dean of School/HoD School/Department Stamp

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Place: Goa University/College

## **Acknowledgment**

I extend my profound gratitude to Creative Manufacturing Solution (I) Pvt Ltd, Aralea Beach Resorts, and White Wood Resorts by Stonewood Hotels and Resorts Morjim-goia for affording me the invaluable opportunity to undertake an internship with their esteemed organizations.

The experience garnered during my tenure has been immensely enriching, profoundly impacting both my personal and professional growth. I wish to express my sincere appreciation to the entire team for their steadfast support, unwavering guidance, and invaluable mentorship throughout the internship period. Their collective encouragement has been instrumental in shaping my skill set and fostering a deeper understanding of industry dynamics.

I am especially indebted to my managers, supervisors, and colleagues for their patience, trust, and continuous encouragement. Their challenges pushed me beyond my comfort zone, instilling in me a spirit of resilience and adaptability vital for navigating the complexities of the professional world.

This internship not only provided hands-on exposure to real-world projects but also facilitated collaboration with talented professionals, thereby honing my abilities and preparing me for future endeavors. This transformative journey has left an indelible mark on my career aspirations, and I am profoundly honored to have been part of such an inspiring and dynamic work environment.

I would be remiss not to acknowledge the pivotal role played by Goa Business School, Goa University, Taleigao, and Panjim-goia in providing me with a comprehensive education. The theoretical knowledge imparted by the institute laid a robust foundation, which, when coupled with the practical learning afforded by the internships, bridged the gap between theory and practice, equipping me with the requisite skills to excel in the professional realm.

I am truly grateful for the unwavering support and guidance extended by both the educational institute and the esteemed organizations. The invaluable experience gained during this internship will undoubtedly continue to shape my professional journey, and I am confident that its impact will resonate positively in all my future endeavors.

I wish to express my heartfelt appreciation once again to all those who have contributed to my growth and development. The knowledge and experience acquired during this internship will forever remain a cherished asset, propelling me toward greater heights of success in the years to come.

# Creative Manufacturing Solutions (India) Pvt. Ltd.



CMSIPL/Intern/23-24/127

Date: 30<sup>th</sup> June, 2023

## TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Shaikh Ruksar**, Masters in Business Administration, student of Goa University Taleigao Goa, has undergone internship course in our various departments from **11<sup>th</sup> May, 2023 till 30<sup>th</sup> June, 2023.**

During her internship with us we found her sincere and hardworking.

For Creative Manufacturing Solutions (India) Pvt. Ltd.

A handwritten signature in blue ink, appearing to read 'G. Shah', written over a horizontal line.

Authorized Signatory



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ARALEA BEACH RESORT  
BY STONE WOOD

02<sup>nd</sup> April 2024

To Whomsoever It May Concern

This is to certify that **Ms. Ruksar Shaikh** from **Goa Business School, Panjim** has undergone her Internship at **Aralea Beach Resort by Stone Wood, Morjim** from 01<sup>st</sup> February 2024 to 02<sup>nd</sup> April 2024.

During her training, **Ruksar** has trained in the **Human Resources** department

She was found to be sincere and diligent in learning, and her overall performance was **"Very Good"**.

We take this opportunity to wish her all success in her future endeavors.

Yours Sincerely,

**Prachi P. Khorjuvenkar**  
Manager- Human Resources





STONE WOOD  
HOTELS & RESORTS

Ref No : WW/24/IL/00012

Date: 17/04/2024

### **INTERNSHIP CERTIFICATE**

This is to certify that **Miss. Ruksar Shaikh**, Student of **Goa Business School , Goa University- Taleigao Goa**, undergoing **HR Internship Program** has successfully completed Internship between **03<sup>rd</sup> April 2024 to 17<sup>th</sup> April 2024** at **White Wood Resort, Morjim-Goa, A unit of Stone Wood Hotels & Resorts.**

She actively participated in the HR activities during the period of Internship and learned the skills needed.

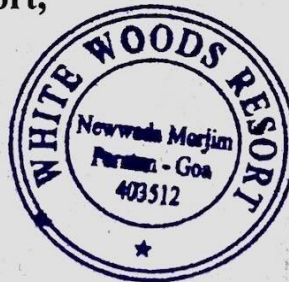
During this period, she was found to be sincere, hardworking & punctual on duty.

We wish her all the very best for future career.

**Unit. White Wood Resort, Morjim-Goa**

**For. Stonewood Hotels & Resort,**

**(Human Resource-Executive)**





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# **1 EXECUTIVE SUMMARY**

My internships at Pai Kane and Aralea Beach Resort by Stone Wood offered invaluable insights into two different industries: manufacturing and hospitality

At Pai Kane, I immersed myself in the manufacturing process. I gained firsthand experience in how different departments collaborate, witnessed decision-making processes, and learned strategies to motivate employees. Observing the cohesion and teamwork within the organization was particularly enlightening, as it underscored the importance of effective communication and collaboration in achieving organizational goals.

During my time at Aralea Beach Resort, I delved into the realm of Human Resources (HR). My responsibilities included managing employee paperwork, assisting new hires in their transition, and ensuring the company complied with legal regulations. Additionally, I had the opportunity to organize training sessions and meetings, gaining a comprehensive understanding of HR practices within the hospitality sector. This internship highlighted the pivotal role of HR in fostering a positive work environment and ensuring employee satisfaction.

Both internships were instrumental in broadening my understanding of organizational dynamics, they emphasized the significance of clear communication, mutual respect, and teamwork in driving success. Moreover, they equipped me with practical skills essential for future managerial roles. Overall, these experiences have greatly enriched my professional development and prepared me for the challenges of the corporate world.

## **2 SWOT ANALYSIS OF ARALEA BEACH RESORT:**

### **Strength:**

**Prime location:** Situated in Morjim, a renowned tourist hotspot in Goa, Aralea Beach Resort benefits from its serene ambiance, offering guests an escape from city chaos and crowded beaches.

**Unique Architectural Design:** The resort's distinctive architectural style sets it apart, enhancing its appeal to travelers and seeking distinctive experiences and aesthetic charm.

### **Weakness:**

**High Employee Turnover:** The resort grapples with a notable rate of employee turnover, largely due to the inconvenience of distant accommodation options. The ongoing struggle to secure suitable lodgings close compounds retention challenges.

### **Opportunities:**

**Digital Marketing Expansion:** Seizing the power of online influencers and digital platforms to expand the resort's reach, attracting guests eager to experience its unique hospitality offerings.

**Collaboration with Travel Agencies:** Forming Strategic alliances with travel agencies and online booking platforms can open new avenues for guest acquisition and revenue growth.

### **Threats:**

**Shifting Consumer Preferences:** Evolving consumer preferences towards alternative accommodation pose a threat to traditional hospitality establishments like Aralea Beach Resort, necessitating adaptation to changing market trends.

**Competition from Online Lodging Services:** Rising competition from established chains and online lodging platforms like Airbnb and OYO heightens the need for differentiation and value proposition reinforcement to retain market share and stay relevant.

## **3 CHAPTER 1: INTRODUCTION**

### **3.1 COMPANY PROFILE**

#### **ARALEA BEACH RESORT BY STONE WOOD MORGIM – GOA**

Stonewood Resorts and Hotels Group is a distinguished hospitality company renowned for its luxurious boutique hotels, villas, and restaurants primarily situated in Goa and other parts of India. Founded with a vision of providing top-notch services and amenities, the company has expanded its presence over the years, with properties in Goa, Gokarna, Dandeli, Rishikesh, and Udaipur.

Established in 2018 with the Omega company under which the Nagao Hotels was acquired and the Stonewood Mandrem came into existence and it became a Limited Liability Partnership. The company has seen steady growth, with upcoming projects set to increase its portfolio to 25 resorts and hotel chains PAN India. Notably, Founder Gokul Kumar's journey from a contractor to hotel owner reflects the company's ethos of perseverance and entrepreneurial spirit.

The group's vision is to curate and operate a chain of hotels and resorts delivering memorable experiences through quality services efficiently. Their mission emphasizes constant improvement in infrastructure, facilities, and personnel training to enhance guest experience while ensuring long-term profitability.

With a core value system centered around guest satisfaction, excellence, adaptability, integrity, and profitability, Stonewood Resorts and Hotels Group is committed to providing exceptional hospitality services.

### **3.2 VISION AND MISSION OF STONE WOOD BEACH RESORTS: VISION**

- Curate and operate a chain of Hotels & Resorts that delivers memorable experiences by providing quality services efficiently Our mission is to constantly upgrade hotel & resort infrastructure, facilities, and well-trained personnel to improve processes for delivering excellent guest experience while maintaining profitability for long-term growth

#### **MISSION**

- Our mission is to constantly upgrade hotel & resort infrastructure, facilities, and well-trained personnel to improve processes for delivering excellent guest experience while maintaining profitability for long-term growth

#### **CORE VALUES**

Putting guests first

Pursuing excellence

Embracing change

Integrity in all our acts

Growing profitable



## **Key services offered:**

1. Accommodation: Comfortable and well-equipped rooms or suites.
2. Dining: various dining options including restaurants, bars, and room service.
3. Concierge service: Assisting guests with various needs and providing local information.
4. Housekeeping and room services: regular cleaning, laundry, dry- cleaning, and room services.
5. Business and meeting facilities: Conference rooms, meeting spaces, and business services.

The organization comprises sections such as front office, Reservations, Accounts, Human Resources, Housekeeping, Food and Production, Stores, Security, and Maintenance, each playing a vital role in ensuring seamless operations and guest satisfaction.

Key figures:

Mr. Gokul Kumar: Chairman

Mr. Shikhar Kumar: Managing Director

Mr. Sajid Mahmood: Senior Advisor

Ms. Rhea Kumar: Brand Architect & Designer

Stone Wood Resorts and Hotels Group Stands as a beacon of hospitality excellence, dedicated to providing unforgettable experiences to its guests across various locations in India.

## **3.3 NUMBER OF RESORTS AND HOTELS IN DIFFERENT LOCATIONS:**

1. Antares Beach Resort, Vagator
2. Stone Wood Beach Resort, Vagator
3. Sibaya Beach Resort, Morjim
4. Stone Wood Resort, Mandrem
5. White Wood Resort, Mandrem
6. Stone Wood Village Resort, Morjim
7. Koko Maya by Stone Wood, Morjim
8. Stone Wood Nature Resort, Gokarna
9. Maan Vilas By Stone Wood, Udaipur
10. Stone Wood Jungle Resort, Dandeli
11. Azalea by Stone Wood, Carmona
12. Aralea Beach Resort by Stone Wood, Morjim
13. Stone Wood Mountain Resort, Dharamshala

## **UPCOMING PROJECTS:**

- A 32 ROOM HOTEL IN AMBOLIM
- A 50 ROOM RESORT IN VARCA GOA
- A 40 ROOM HOTEL IN COORG, KARNATAKA
- A 50 ROOM JUNGLE RESORT IN DANDELI, KARNATAKA
- KASAULI
- STONE WOOD. CHAIL
- STONE WOOD HOTEL, RISHIKESH

## **4 CHAPTER 2: BRIEFING OF THE TOPIC**

### **BACKGROUND OF THE TOPIC:**

To develop a research topic related to a resort environment, it is essential to observe and connect various aspects of the setting. By gaining a comprehensive understanding of each aspect, one can better comprehend the meaning and significance of each topic. Therefore, it is crucial to conduct a thorough investigation of all relevant aspects to ensure a well-informed and insightful research topic. (Loh et al., 2019) the concept of organizational climate holds significant importance in understanding employees' workplace experiences and their impact on organizational outcomes. Originating nearly a century ago, the organizational climate has emerged as a fundamental construct that reflects an organization's priorities, values, and behaviors expected and rewarded within its confines (Lewin et al., 1939). However, confusion often arises when distinguishing between organizational climate and another closely related concept known as organizational culture. While some scholars argue that these concepts overlap, they are distinct from each other (van den Berg and Wilderom, 2004). Organizational culture pertains to the shared values and underlying assumptions of a group regarding the traditions and norms of the organization, whereas organizational climate refers to the employee's shared perceptions of the organization's characteristics, including its policies, procedures, and practices (Schein, 2010; Schneider et al., 2017).

Scholars have emphasized the importance of assessing organizational climate at the collective level to truly understand its impact on organizational dynamics and outcomes (Schneider et al., 2011). This collective assessment allows for a deeper understanding of employees' shared perceptions of organizational policies, practices, and procedures, thereby facilitating practical improvements within the organization.

(Wamy S & R, 2014) Leadership is a fundamental aspect of organizational dynamics, shaping the behaviors and attitudes of employees and ultimately influencing organizational effectiveness and performance. An effective leader possesses the ability to influence followers in a desired manner to achieve organizational goals (Bass, 1990). As organizations navigate through the complexities of the rapidly changing global environment, the significance of leadership styles in driving organizational success becomes increasingly apparent. Various leadership styles have been identified in the literature, each with its unique characteristics and implications for organizational outcomes. One such style is transformational leadership, which has gathered considerable attention due to its strong predictive power for job satisfaction (Judge and Piccolo, 2004). Transformational leaders inspire and motivate followers by emphasizing personal growth, values, and moralities, thereby fostering a sense of shared vision and commitment among employees (Bass and Avolio, 1994).

The relationship between leadership style and organizational outcomes has been extensively explored in the literature. Studies have found that leadership styles can significantly impact organizational culture, employee job satisfaction, commitment, and performance (Voon et al., 2011; Chung-Hsiung Fang et al., 2013) moreover, the influence of leadership styles extends beyond the organizational level to affect societal values and norms (Goh Yuan et al., 2017)

(Butts & Jin, 2010) communication plays a pivotal role in shaping organizational dynamics and influencing employee satisfaction. Effective communication within organizations not only facilitates the exchange of information but also serves as a catalyst for fostering a positive work environment and enhancing employee morale. In today's competitive business landscape, where human capital is increasingly recognized as a key differentiator, organizations must prioritize communication strategies that meet the diverse needs of their employees. The significance of communication in the organization is underscored by its ability to provide direction and clarity, thereby charting a path for employees to follow (Fisher, Maltz, & Jaworski, 1997). Employees rely on communication to acquire essential information about their roles, responsibilities, and the organization's services. Moreover, effective communication contributes to employees' sense of belonging and self-worth by ensuring they feel listened to, respected, and valued by their superiors (Dinsbach, Feij, & de Vries, 2007).

Clear and unambiguous communication is particularly crucial in enhancing employee job satisfaction and organizational performance. Researcher suggests that when communication is transparent and expectations are clearly communicated, employees are more likely to meet performance standards and exhibit higher levels of job satisfaction (Johlke & Duhan, 2000; Gilmore & Carson, 1996). Conversely, ambiguous communication can lead to uncertainty and dissatisfaction among employees, negatively impacting their performance and the quality of the services provided to customers (Behrman & Perreault, 1984). The frequency of content-related communication is identified as a key determinant of employee satisfaction, organizational identification, and turnover intentions (Cooper-Thomas & Anderson, 2002; Van den Hooff & De Ridder, 2004). Employees who engage in frequent communication with their peers and superiors are more likely to feel connected to the organization and experience a higher level of job satisfaction.

Therefore, understanding the organizational climate, leadership style, communication, and employee satisfaction is important for fostering a positive work environment within the resort. Just as the unique ambiance and guest experience differentiate one resort from another, the organizational climate, leadership ethos, and communication culture shape the internal dynamics of a resort establishment. By cultivating a supportive organizational climate, employing an effective leadership style, and prioritizing clear and frequent communication, the resort can nurture a culture of engagement, empowerment, and satisfaction among its employees.

## **5 CHAPTER 3: INTRODUCTION TO THE RESEARCH TOPIC:**

**THE RESEARCH TOPIC FOCUSES ON “ORGANISATIONAL CLIMATE: A STUDY ON LEADERSHIP STYLE, COMMUNICATION GAP, AND EMPLOYEE SATISFACTION.”**

Stonewood has recently opened a new unit named Aralea Beach Resort. Unfortunately, it has been observed that the employees working there are dissatisfied with the working environment. This is mainly due to the lack of an effective leadership style and communication gap between management and employees. It is important to note that irrespective of the job role, leadership style, communication, and employee satisfaction are key factors that play a crucial role in creating a positive organizational climate. Therefore, it is essential to address these issues to ensure the well-being and job satisfaction of the employees and to ensure the success of the resort. Organizational climate refers to the overall atmosphere within an organization, including the attitudes, behaviors, and perceptions of employees. Leadership Style and communication play crucial roles in shaping the organizational climate, which in turn impacts employee satisfaction and organizational performance.

In today's dynamic organizational landscape, the concept of organizational climate has gathered significant attention as it directly influences employee satisfaction, motivation, and overall organizational performance (Kanna, 2021). Within this context, two critical factors emerge as focal points: leadership style and communication practices. Leadership style sets the tone for organizational culture and influences employee perceptions, while effective communication bridges gaps and fosters understanding among team members. Delving into the intricacies of organizational climate with a specific focus on leadership style and communication gaps presents an opportunity to explore how these elements shape employee satisfaction and contribute to organizational success.

In the intricate tapestry of organizational dynamics, the significance of human resources cannot be overstated. As rightly pointed out by Kassem (2015), employees serve as the heartbeat of any organization, infusing it with their attitudes, ideas, and efforts, which are pivotal for its success. Central to this success is the concept of job satisfaction, a crucial determinant of organizational effectiveness and employee well-being. Job satisfaction, as illuminated by Riyanto (2019), influences not only individual benefits but also organizational performance and societal welfare.

At the core of fostering job satisfaction lies the organizational climate, a multifaceted construct encapsulating the prevailing atmosphere, attitudes, and perceptions within an organization. Defined by Litwin and Stringer (1968) (Sulochana et al., 2022) as the amalgamation of measurable properties in the work environment perceived by its members, organizational climate profoundly impacts employee behavior and satisfaction. Understanding this intricate interplay between organizational climate and job satisfaction is imperative for organizations striving to attract, retain, and engage competent employees.

However, as highlighted by Emmanuel (2018) and Chetna (2021), organizational climate is not a one-size-fits-all concept; rather, it varies across organisations, reflecting their unique culture, policies, and practices. This diversity underscores the need for organizations to cultivate a



favourable climate conducive to employee satisfaction and organizational success. Yet, achieving this goal necessitates grappling with various challenges, including leadership styles, communication gaps, and sector-specific issues.

It is plausible that the leadership style within an organization can significantly impact its overall climate and employee satisfaction. Improving the leadership style in line with the communication flow may result in heightened employee satisfaction, thereby fostering a positive climate within the organization, which, in turn, can promote individual employee happiness. Leadership exists only through communication (Archon et al., 2020) the research emphasizes the critical role of effective communication in fostering positive work relationships and enhancing employee satisfaction. Leadership, being inherently intertwined with communication, plays a pivotal role in shaping organizational communication dynamics. Transformational leaders, in particular, have been found to positively influence follower communication satisfaction through their visionary communication style and ability to provide constructive feedback. Conversely, ineffective communication abilities of leaders can lead to perceived deficiencies in the leader-follower relationship and hinder information exchange within the organization. The study seeks to investigate the relationship between leadership style, communication satisfaction, and job satisfaction within the context of organizational climate, especially in the resort. While existing literature (Archon et al., 2020) has shown a positive relationship between transformational leadership style in comparison to the other three types that is Autocratic, Democratic, and Laissez-faire. There is a gap in understanding how these leadership styles impact follower communication satisfaction considering the influence of the culture. By utilizing (Charles Osgood in 1954) communication theory as a theoretical framework, this research aims to explore the dynamics of communication processes between leaders and followers within the unique context of resort. Ultimately, the findings of this study can provide valuable insights for resort leaders to enhance communication strategies, improve follower communication satisfaction, and ultimately contribute to organizational success within the resort.

## **5.1 RESEARCH PROBLEM STATEMENT:**

In the context of ARALEA BEACH RESORT, the issue of ineffective leadership and its impact on employee motivation and job satisfaction has emerged as a critical concern affecting organizational productivity and employee well-being. Observations reveal a pervasive atmosphere of dissatisfaction among employees, characterized by a lack of communication, inadequate support, and a focus on profitability at the expense of employee needs and morale. This environment has led to decreased motivation, heightened turnover rates, and diminished organizational performance.

Despite existing research on leadership style and employee satisfaction in various sectors, there remains a gap in understanding the specific influence of effective leadership on employee motivation and job satisfaction within the hospitality industry. Prior studies in Kenya have explored leadership styles and their impact on job satisfaction, but they have not specifically focused on the effectiveness of leadership practices in addressing employee needs and fostering a supportive work environment (Njuguna, n.d.).

This problem is significant because it addresses the pressing concerns observed in the resort environment, where employee dissatisfaction is affecting overall productivity and guest satisfaction. By investigating the specific role of effective leadership practices in addressing these challenges, the search aims to provide valuable insights for resort management to implement targeted interventions that improve employee morale, and ultimately organizational success.

Through a comprehensive analysis of leadership style, the communication gap, and employee feedback, this study aims to identify areas for improvement and develop targeted interventions to foster a positive work environment and improve employee satisfaction at Aralea Beach Resort.

## **5.2 LITERATURE REVIEW:**

The investigation into the dynamics of organizational climate, leadership styles, and their impact on employee motivation and job satisfaction has gathered significant attention in scholarly literature. Initial studies paved the way for a deeper understanding of these intricate relationships, leading to subsequent research endeavors that further explained the subject matter.

The seminal work (Kanna, 2021) delved into the influence of organizational climate on employee commitment in the manufacturing sectors. Their findings underscored the importance of effective managerial policies in fostering a conducive work environment and strengthening the relationship between organizational climate and employee performance. Building upon this foundation, subsequent studies have contributed additional insights into the nexus between organizational climate, leadership, and employee outcomes.

(Kanna, 2021) expanded on this discourse by investigating the impact of organizational climate on employee performance. Their study emphasized the need to understand employee necessities when crafting strategies to enhance organizational climate, thereby highlighting its pivotal role in determining organizational success.

Eslami and Gharakhani (2012) explored the relationship between organizational commitment and job satisfaction, focusing on Iranian employees. While their findings provided valuable insights, the need for a broader cross-cultural examination became apparent, pointing toward the necessity for studies encompassing diverse geographical regions and cultural contexts.

Vijayalakshmi C, Benita S Monica, M S Siranjeevi Sivakumar, 2017 enriched the literature by studying the impact of organizational climate on job satisfaction, emphasizing the importance of the ethical organizational climates and effective leadership in fostering job satisfaction. Their findings underscored the need for organizations to prioritize factors such as decision-making, trust, and fair remuneration to create a supportive work environment conducive to job satisfaction.

### **5.3 RESEARCH GAP:**

The current body of research has shed light on the connection between organizational climate, leadership styles, and employee outcomes. Several gaps remain to be filled. While the existing literature has focused on general employee outcomes like satisfaction, there's a lack of research on specific behaviors such as innovation that are influenced by organizational climate. The role of leadership styles in shaping organizational climate and its subsequent impact on employees requires a more nuanced examination to understand how different leadership approaches affect workplace dynamics. Addressing these gaps will provide organizations with a clearer roadmap for creating an environment that fosters employee motivation, satisfaction, and commitment.

### **5.4 RESEARCH QUESTIONS:**

1. how do different leadership styles contribute to the formation of organizational climate, and what impact do they have on employee satisfaction?
2. What are the specific communication gaps that exist within the RESORT, and how do they affect employee satisfaction?
3. How does the interaction between leadership style and communication influence employee satisfaction within the organisational climate?

### **5.5 RESEARCH OBJECTIVES:**

The main goal of this study is to investigate how leadership style, communication, and employee satisfaction connect within the organizational climate. The study aims to achieve the following objectives:

1. Examine how different leadership styles influence employee satisfaction and impact the organizational climate.
2. Analyze the prevalent communication gaps in the organization and how they affect employee satisfaction.

Additionally, the suggestion to consider exploring how leadership style and communication practices interact to shape employee satisfaction within the organizational climate is also taken into account.

## **5.6 RESEARCH METHODOLOGY:**

This study employs a descriptive research methodology to investigate the factors related to organizational climate within the unit. Descriptive research involves conducting surveys to gather factual information about the Issue under investigation and the prevailing factors within the organization.

The primary data source for this study will be structured questionnaires administered to employees working in the unit. The questionnaire will be designed to collect information on various aspects of organizational climate, including leadership style, communication gap, and job satisfaction. The sample for this study will consist of 50 employees working in the unit.

Data analysis will be conducted using regression and correlation methods. Regression analysis will be used to examine the relationship between different variables.

Correlation analysis will be employed to identify the strength and direction of relationships between variables, providing insight into the interconnectedness of various factors affecting organizational climate.

The research methodology aims to provide a comprehensive understanding of the organizational climate within the unit and its impact on employee outcomes using structured questionnaires and statistical analysis techniques.



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# 6 DATA ANALYSIS AND RESULTS

## 6.1 QUESTIONNAIRE

**Personal Information:**

**Department:**

**Designation:**

**Year of experience:**

### **ORGANISATIONAL CLIMATE:**

1. How would you rate your knowledge and awareness of the decisions and changes that take place within the company? Do you feel like you're always in the know?
  - Always
  - Often
  - Sometimes
  - Rarely
  - Never
2. How would you rate the overall work environment regarding collaboration and fellowship?
  - Poor
  - Fair
  - Good
  - very good
  - excellent
3. what is the communication flow from top to lower level is there any process being followed to do the needful to make sure the information is passed on to all the levels?
  - Always
  - Often
  - Sometimes
  - Rarely
  - Never
4. Do you perceive flexibility in rules and management within the organization?
  - Always
  - Often
  - Sometimes
  - Rarely
  - Never
5. How well does the company manage conflicts and diverse opinions?
  - Poor
  - Fair
  - Good
  - Very Good
  - Excellent

### **LEADERSHIP STYLE:**

6. How would you describe the leadership style of your immediate supervisor?
  - Autocratic (top-down decision-making)
  - Democratic (participative decision-making)
  - Laissez-faire (hands-off approach)
  - Transformational (inspiring and motivating)
7. Do you feel that your supervisor provides clear direction and guidance for your work?
  - Yes, always
  - Yes, most of the time
  - Occasionally
  - Rarely
  - Never
8. How well do your immediate supervisors interact with team members?
  - Poor
  - Fair
  - Good
  - Very Good
  - Excellent
9. How likely are your supervisors to support you in achieving your goals?
  - Very Unlikely
  - Unlikely
  - Neither Likely nor Unlikely
  - Likely
  - Very Likely
10. On a scale of 1–5, how would you rate your supervisors' people management skills?
  - 1 (Poor)
  - 2 (Fair)
  - 3 (Good)
  - 4 (Very Good)
  - 5 (Excellent)

### **EMPLOYEE ENGAGEMENT:**

11. Do you feel valued and appreciated by your supervisor for the work you do?
  - Yes, I strongly agree
  - Yes, I somewhat agree
  - Neutral
  - No, I somewhat disagree
  - No, strongly disagree
12. How often does your supervisor involve you in decision-making processes that affect your work?
  - Very frequently
  - Frequently

- Occasionally
  - Rarely
  - Never
13. Do you find your work meaningful?
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
14. How satisfied are you with the opportunities for personal growth and development?
- Very Dissatisfied
  - Dissatisfied
  - Neutral
  - Satisfied
  - Very Satisfied
15. Do you feel recognized and rewarded for your contributions?
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
16. Are you proud to be part of this organization?
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree

**EMPLOYEE SATISFACTION:**

17. How satisfied are you with your work-life balance?
- Very Dissatisfied
  - Dissatisfied
  - Neutral
  - Satisfied
  - Very Satisfied
18. Do you feel adequately supported by your colleagues and supervisors?
- Always
  - often
  - sometimes
  - rarely
  - never
19. How satisfied are you with the physical work environment (e.g., facilities, equipment)?
- Very satisfied



- Satisfied
  - Neutral
  - Dissatisfied
  - Very dissatisfied
20. Are you content with the clarity of your job responsibilities and expectations?
- Always
  - often
  - sometimes
  - rarely
  - never
21. Are you satisfied with the opportunities for advancement and career growth within our unit?
- Very satisfied
  - Satisfied
  - Neutral
  - Dissatisfied
  - Very dissatisfied
22. Do you feel that your workload is manageable, considering your skills and abilities?
- Yes, very manageable
  - Manageable
  - Neutral
  - Heavy
  - Very heavy

### **COMMUNICATION:**

23. How effectively does your supervisor communicate changes in policies, procedures, or goals within the unit?
- Very effectively
  - Effectively
  - Somewhat effectively
  - Ineffectively
  - Very ineffectively
24. Are you comfortable expressing your concerns or suggestions to your supervisor?
- Yes, always
  - Yes, often
  - sometimes
  - No, rarely
  - No, never
25. How effective is communication within the organization?
- Not at all effective
  - slightly effective
  - moderately effective
  - very effective
  - extremely effective

26. Do you receive timely and relevant information about company updates and changes?
- Always
  - often
  - sometimes
  - rarely
  - never
27. How well does the organization listen to employee feedback and act upon it?
- Always
  - Often
  - Sometimes
  - Rarely
  - Never
28. Are there any barriers preventing open communication?
- Always
  - Often
  - sometimes
  - rarely
  - never

## **ORGANIZATIONAL PERFORMANCE**

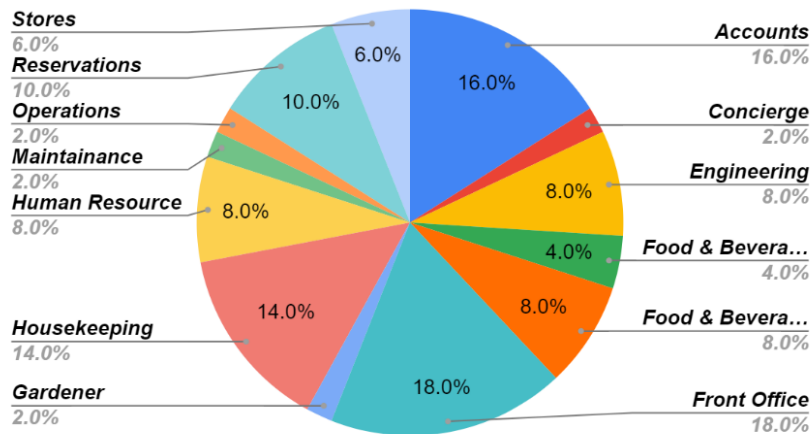
29. In your opinion, how does the leadership style of your supervisor impact the overall performance of our unit?
- Positively
  - Somewhat positively
  - Neutral
  - Negatively
  - Somewhat negatively
30. How would you rate the overall morale and productivity of our unit?
- Very poor
  - Poor
  - Acceptable
  - Good
  - Very good
31. Do you always have the information you need to do your job effectively?
- Always
  - often
  - Sometimes
  - Rarely
  - Never
32. Do you see opportunities for career growth within our company?
- Very Likely
  - Unlikely
  - Neutral

- Likely
  - Very unlikely
33. Are you encouraged to share ideas for improving how we do things at work?
- Strongly disagree
  - Disagree
  - Neither agree or disagree
  - Agree
  - Strongly agree
34. Does clear guidance from your supervisor help you in your work?
- Yes, a lot
  - Yes, somewhat
  - Neutral
  - No, not really
  - No, not at all
35. Does the company offer training opportunities for everyone?
- Never
  - Rarely
  - Sometimes
  - Often
  - Always
36. Do you feel motivated to work for this company because of the career prospects it offers?
- Yes, strongly agree
  - Yes, somewhat agree
  - Neutral
  - No, somewhat disagree
  - No, strongly disagree
37. Is the company environment Helpful in building good relationships among employees?
- Yes, strongly agree
  - Yes, somewhat agree
  - Neutral
  - No, somewhat disagree
  - No, strongly disagree
38. Do you feel that all employees are included in decision-making processes?
- Yes, always
  - Yes, sometimes
  - Neutral
  - No, rarely
  - No, never
39. Are you happy with your work?
- Yes, very happy
  - Yes, little
  - Neutral

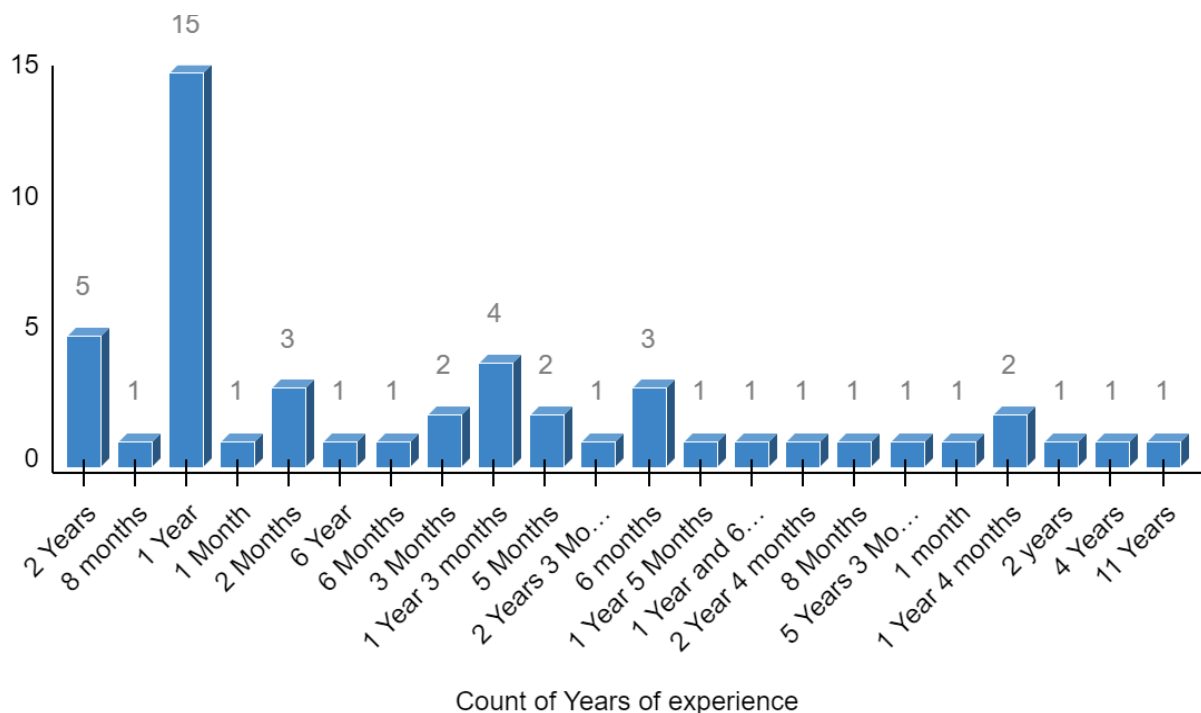
- No, Not happy
  - Not sure
40. Do you believe that working in this company improves your life?
- Yes, significantly
  - Yes, somewhat
  - Neutral
  - No, somewhat worsens it
  - No, significantly worsens it
41. Do you believe that your work in the company provides you and your family with security?
- Yes, strongly agree
  - Yes, somewhat agree
  - Neutral
  - No, somewhat disagree
  - No, strongly disagree
42. Do you understand the objectives of this company?
- Yes, completely
  - Yes, somewhat
  - Neutral
  - No, not really
  - No, not at all
43. Additional Comments: Please use this space to provide any additional feedback, suggestions, or concerns you may have regarding the organizational climate within our unit.

## 6.2 ANALYSIS:

Count of Department



The pie chart presented above provides insights into the participation of various departments in response to a questionnaire. As per the chart, the Front Office department had the highest participation rate at 18%, followed by Accounts at 16%, Housekeeping at 14%, Reservations at 10%, and Human Resources, Engineering, and Food and Beverage Service at 8%. Additionally, 6% of employees from Stores, 4% from Food and Beverage Production, and 2% from Operation, Maintenance, Gardener, and Concierge departments also participated in the questionnaire.



The graph displays the number of years of experience of the employees, providing an overview of their work history. It is not specific to this particular resort, although some employees have noted their experience within this specific unit. The highest amount of work experience is 11 years, followed by 6 years, 5 years (plus a few months), 4 years, and 2 years. Additionally,

some employees have recently started working, ranging from one month to a few months of experience.

### 6.3 CONSTRUCT OF ORGANISATIONAL CLIMATE:



The numbers in the diagram are the “p-value” and the justification for each P-value is interpreted below.

Correlation of Leadership style and communication:

Correlation Matrix

		leadership style	communication
leadership style	Pearson's r	—	
	df	—	
	p-value	—	
communication	Pearson's r	-0.115	—
	df	48	—
	p-value	0.427	—

Note. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

The correlation coefficient, Pearson's  $r$ , between communication skills and leadership style, communication skill  $r$  value is -0.115. This indicates that the strength of the correlation is weak, and the direction is negative. Therefore, when one variable changes, the other variable changes in the opposite direction, indicating a negative correlation between the two variables.

### Linear Regression

#### Model Fit Measures

Model	R	R <sup>2</sup>
1	0.115	0.0132

#### Model Coefficients - leadership style

Predictor	Estimate	SE	t	p
Intercept	3.0449	0.197	15.491	< .001
communication	-0.0833	0.104	-0.802	0.427

In the above table, we can see that the P-value is 0.427 which is greater than 0.05 in this case it is not statistically significant, and we fail to reject the null hypothesis since there is no effect of leadership style and communication skills to improve the organizational climate in the unit. Based on the p-value, we do not have enough evidence to conclude that Leadership style and communication skills significantly impact the organizational climate in the unit.

#### Correlation of Communication and Employee Engagement:

#### Correlation Matrix

		communication	employee engagement
communication	Pearson's r	—	
	df	—	
	p-value	—	
employee engagement	Pearson's r	-0.162	—
	df	48	—

## Correlation Matrix

	communication	employee engagement
p-value	0.261	—

Note. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

The correlation coefficient, Pearson's  $r$ , between communication skills and employee engagement, employee engagement  $r$  value is -0.162. This indicates that the strength of the correlation is weak, and the direction is negative. Therefore, when one variable changes, the other variable changes in the opposite direction, indicating a negative correlation between the two variables.

## Linear Regression

### Model Fit Measures

Model	R	R <sup>2</sup>
1	0.162	0.0263

### Model Coefficients - communication

Predictor	Estimate	SE	t	p
Intercept	2.352	0.549	4.29	< .001
employee engagement	-0.217	0.191	-1.14	0.261

In the above table, we can see that the P-value is 0.261 which is greater than 0.05 in this case it is not statistically significant, and we fail to reject the null hypothesis since there is no effect of communication skills and employee engagement to improve the organizational climate in the unit. Based on the p-value, we do not have enough evidence to conclude that communication skills and employee engagement significantly impact the organizational climate in the unit.



## Correlation of leadership style and Employee engagement:

### Correlation Matrix

		leadership style	employee engagement
leadership style	Pearson's r	—	
	df	—	
	p-value	—	
employee engagement	Pearson's r	0.074	—
	df	48	—
	p-value	0.611	—

Note. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

The correlation coefficient, Pearson's r, between leadership style and employee engagement, employee engagement r value is 0.074. This indicates that the strength of the correlation is weak, but the direction is positive. Therefore, when one variable changes, the other variable changes in the same direction, indicating a positive correlation between the two variables.

### Linear Regression

#### Model Fit Measures

Model	R	R <sup>2</sup>
1	0.0737	0.00543

#### Model Coefficients - leadership style

Predictor	Estimate	SE	t	p
Intercept	2.6983	0.402	6.717	< .001
employee engagement	0.0715	0.140	0.512	0.611

In the above table, we can see that the P-value is 0.611 which is greater than 0.05 in this case it is not statistically significant, and we fail to reject the null hypothesis since there is no effect

of leadership style and employee engagement to improve the organizational climate in the unit. Based on the p-value, we do not have enough evidence to conclude that leadership style and employee engagement significantly impact the organizational climate in the unit.

#### Correlation of Leadership Style and Employee Satisfaction:

##### Correlation Matrix

		leadership style	Employee satisfaction
leadership style	Pearson's r	—	
	df	—	
	p-value	—	
Employee satisfaction	Pearson's r	-0.058	—
	df	48	—
	p-value	0.687	—

Note. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

The correlation coefficient, Pearson's r, between leadership style and employee satisfaction, employee satisfaction r value is -0.058. This indicates that the strength of the correlation is weak, and the direction is negative. Therefore, when one variable changes, the other variable changes in the opposite direction, indicating a negative correlation between the two variables.

#### Linear Regression

##### Model Fit Measures

Model	R	R <sup>2</sup>
1	0.0584	0.00341

##### Model Coefficients - leadership style

Predictor	Estimate	SE	t	p
Intercept	2.9725	0.195	15.240	< .001

### Model Coefficients - leadership style

Predictor	Estimate	SE	t	p
Employee satisfaction	-0.0412	0.102	-0.405	0.687

In the above table, we can see that the P-value is 0.611 which is greater than 0.05 in this case it is not statistically significant, and we fail to reject the null hypothesis since there is no effect of leadership style and employee satisfaction to improve the organizational climate in the unit. Based on the p-value, we do not have enough evidence to conclude that leadership style and employee satisfaction significantly impact the organizational climate in the unit.

Correlation of Employee Engagement and Employee Satisfaction:

### Correlation Matrix

		employee engagement	Employee satisfaction
employee engagement	Pearson's r	—	
	df	—	
	p-value	—	
Employee satisfaction	Pearson's r	-0.197	—
	df	48	—
	p-value	0.171	—

Note. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

The correlation coefficient, Pearson's  $r$ , between employee engagement and employee satisfaction, employee satisfaction  $r$  value is -0.197. This indicates that the strength of the correlation is weak, and the direction is negative. Therefore, when one variable changes, the other variable changes in the opposite direction, indicating a negative correlation between the two variables.

### Linear Regression

#### Model Fit Measures

Model	R	R <sup>2</sup>
1	0.197	0.0386

## Model Fit Measures

Model	R	R <sup>2</sup>
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## Model Coefficients - employee engagement

Predictor	Estimate	SE	t	p
Intercept	3.071	0.197	15.57	<.001
Employee satisfaction	-0.143	0.103	-1.39	0.171

In the above table, we can see that the P-value is 0.171 which is greater than 0.05 in this case it is not statistically significant, and we fail to reject the null hypothesis since there is no effect of employee engagement and employee satisfaction to improve the organizational climate in the unit. Based on the p-value, we do not have enough evidence to conclude that employee engagement and employee satisfaction significantly impact the organizational climate in the unit.

## Correlation of Communication and Employee Satisfaction:

### Correlation Matrix

		communication	Employee satisfaction
communication	Pearson's r	—	
	df	—	
	p-value	—	
Employee satisfaction	Pearson's r	0.701	***
	df	48	—
	p-value	<.001	—

Note. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

The correlation coefficient, Pearson's r, between communication and employee satisfaction, employee satisfaction r value is 0.701. This indicates that the strength of correlation is strong, and the direction is positive. Therefore, when one variable changes, the other variable changes in the same direction, indicating a positive correlation between the two variables.

## Linear Regression

### Model Fit Measures

Model	R	R <sup>2</sup>
1	0.701	0.491

### Model Coefficients - communication

Predictor	Estimate	SE	t	p
Intercept	0.538	0.192	2.80	0.007
Employee satisfaction	0.683	0.100	6.81	<.001

The p-value for employee satisfaction is <.001 which is less than 0.05, indicating strong evidence against the null hypothesis. This suggests the effect under the study likely represents a real relationship between communication and employee satisfaction. The result implies that a rise in the communication skills level would result in an increase in the employee satisfaction within the unit. It is noteworthy that this finding highlights the potential benefits of addressing and improving employee satisfaction levels, as it could lead to positive outcomes in the communication skills of the unit. Therefore, we reject the null hypothesis.

### Correlation of Employee Satisfaction and Organizational Performance:

#### Correlation Matrix

		Employee satisfaction	Organisational performance
Employee satisfaction	Pearson's r	—	
	df	—	
	p-value	—	
Organisational performance	Pearson's r	0.872	***
	df	48	—

## Correlation Matrix

	Employee satisfaction	Organisational performance
p-value	< .001	—

Note. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

The correlation coefficient, Pearson's  $r$ , between employee satisfaction and organizational performance, organizational performance  $r$  value is 0.872. This indicates that the strength of correlation is strong, and the direction is positive. Therefore, when one variable changes, the other variable changes in the same direction, indicating a positive correlation between the two variables.

## Linear Regression

### Model Fit Measures

Model	R	R <sup>2</sup>
1	0.872	0.761

### Model Coefficients – employee satisfaction

Predictor	Estimate	SE	t	p
Intercept	0.337	0.1271	2.65	0.011
organizational performance	0.847	0.0685	12.36	< .001

The p-value for organizational performance is < .001 which is less than 0.05, indicating strong evidence against the null hypothesis. this suggests the effect under the study likely represents a real relationship between organizational performance and employee satisfaction Therefore, we reject the null hypothesis.it is also important to suggest that improving employee satisfaction can have a positive impact on organizational performance within the organization.

Correlation of Organizational Performance and Organisational Climate:

## Correlation Matrix

		Organisational performance	Organisational Climate
Organisational performance	Pearson's r	—	
	df	—	
	p-value	—	
Organisational Climate	Pearson's r	0.201	—
	df	48	—
	p-value	0.162	—

Note. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

The correlation coefficient, Pearson's  $r$ , between organizational performance and organizational climate, organizational climate  $r$  value is 0.201. This indicates that the strength of the correlation is weak, and the direction is positive. Therefore, when one variable changes, the other variable changes in the same direction, indicating a positive correlation between the two variables.

## Linear Regression

### Model Fit Measures

Model	R	R <sup>2</sup>
1	0.201	0.0403

### Model Coefficients - org performance

Predictor	Estimate	SE	t	p
Intercept	1.097	0.425	2.58	0.013
Organisational Climate	0.288	0.203	1.42	0.162

The p-value associated with the organizational climate is 0.162 which is greater than 0.05 and it suggests that the result is not statistically significant we do not have strong evidence against the null hypothesis therefore we fail to reject the null hypothesis. It can be concluded that there is no relationship between the variables being tested.



## Correlation Matrix

		leadership style	communication	employee engagement	Employee satisfaction	Organisational performance	Organisational Climate
leadership style	Pearson's r	—					
	df	—					
	p-value	—					
communication	Pearson's r	-0.115	—				
	df	48	—				
	p-value	0.427	—				
employee engagement	Pearson's r	0.074	-0.162	—			
	df	48	48	—			
	p-value	0.611	0.261	—			
Employee satisfaction	Pearson's r	-0.058	0.701	-0.197	—		
	df	48	48	48	—		
	p-value	0.687	< .001	0.171	—		
Organisational performance	Pearson's r	-0.123	0.748	-0.224	0.872	—	
	df	48	48	48	48	—	
	p-value	0.395	< .001	0.118	< .001	—	
Organisational Climate	Pearson's r	-0.061	0.308	-0.186	0.107	0.201	—
	df	48	48	48	48	48	—
	p-value	0.674	0.030	0.196	0.458	0.162	—

In the above table of correlation matrix:

1. **Leadership style and communication:** the correlation between leadership style and communication is -0.115, indicating a weak negative relationship. however, the p-value

of 0.427 suggests that this correlation is not significant since it is  $> 0.05$ . therefore, there is no significant relationship between leadership style and communication.

2. **Leadership style and Employee Engagement:** the correlation coefficient between leadership style and employee engagement is 0.074, suggesting a weak positive relationship. However, the p-value of 0.611 indicates that this correlation is not significant since it is  $> 0.05$  hence there is no significance between leadership style and employee engagement.
3. **Leadership style and Employee Satisfaction:** the correlation coefficient between Leadership style and Employee satisfaction is -0.058, indicating a weak negative relationship. The p-value of 0.687 suggests that this correlation is not significant. and hence there is no significance between the Leadership style and Employee satisfaction.
4. **Leadership style and Organisational performance:** the correlation coefficient between Leadership style and organizational performance is -0.123, indicating a weak negative relationship. The p-value of 0.395 suggests that this is not significant. hence there is no relationship between leadership style and organisational performance.
5. **Communication and employee engagement:** the correlation coefficient between communication and employee engagement is  $-0.162$ , indicating a weak negative relationship. The p-value is 0.261 suggests that this correlation is not significant and it has no relationship between them.
6. **Communication and employee satisfaction:** the correlation coefficient between Communication and Employee Satisfaction is 0.201, indicating a strong positive relationship. It is important to note that the p-value of  $< .001$  indicates that this correlation is significant at the 0.001 level. Therefore, there is convincing evidence to support a significant relationship between communication and employee satisfaction.
7. **Communication and organizational performance:** the correlation coefficient between Communication and organizational performance is 0.748, indicating a strong positive relationship. The p-value is  $< .001$  indicating that this correlation is statistically significant at the 0.001 level. Hence there is convincing evidence to support a significant relationship between communication and organisational performance.
8. **Communication and organisational climate:** the correlation coefficient between Communication and organizational climate is 0.308, indicating a strong positive relationship. The p-value is 0.030 indicating that this correlation is statistically significant since the p-value is less than 0.05. Hence there is convincing evidence to support a significant relationship between communication and organisational climate.
9. **Organisational climate and organizational performance:** the correlation coefficient between Organisational climate and organizational performance is 0.201, indicating a weak positive relationship. The p-value of 0.162 suggests that this correlation is not significant and hence there is no relation between Organisational climate and organizational performance.

Based on the correlation matrix we can conclude that communication skills play a crucial role in both employee satisfaction, organizational performance and organisational climate.

## Reliability Analysis

### Scale Reliability Statistics

	<b>Mean</b>	<b>SD</b>	<b>Cronbach's <math>\alpha</math></b>
scale	2.08	0.439	0.733

The reliability coefficient for the scale is 0.733. this value suggests that the scale has a good internal consistency, the items in the scale are highly correlated with each other, indicating that they are measuring the same underlying construct reliably.

### Item Reliability Statistics

	<b>If item dropped</b>
	<b>Cronbach's <math>\alpha</math></b>
Organisational Climate	0.748
Organisational performance	0.582
Employee satisfaction	0.617
communication	0.613
leadership style <sup>a</sup>	0.774
employee engagement <sup>a</sup>	0.750

<sup>a</sup> reverse scaled item

The above reliability test score under Cronbach's Alpha indicates that the coefficient items in the scale are sufficiently related to each other, contributing to a reliable measurement of the assessed construct.

The Cronbach's alpha if each respective item were removed from the scale. Higher alpha values suggest that the item contributes more to the overall reliability of the scale.

Removing the leadership style item would have the greatest impact on reducing the scale's reliability, followed by employee engagement.

## 7 FINDINGS:

1. **Communication is crucial:** Communication skills significantly impact both employee satisfaction and organizational performance. This underscores the importance of effective communication strategies within the organization. Investing in communication training and fostering a culture of open communication can lead to improved employee satisfaction and better organizational outcomes.
2. **Leadership Style's limited impact:** the analysis indicates that leadership style does not significantly impact organizational climate, employee engagement, employee satisfaction, or organizational performance. This suggests that other factors may have a more substantial influence on these aspects of organizational dynamics.
3. **Employee satisfaction and performance:** the strong positive correlation between employee satisfaction and organizational performance suggests that investing in initiatives to enhance employee satisfaction can yield tangible benefits in terms of organizational climate. This could include improving workplace conditions, recognizing employee achievements, providing growth opportunities, and fostering a positive organizational climate.

**Reliability of Measures:** the reliability analysis indicates that the scale used to assess organizational climate, communication, and leadership performance is internally consistent. This strengthens the validity of the findings and underscores the reliability of the measurement tool used.

## 8 CONCLUSION:

In conclusion, the findings from both employee feedback and analytical assessments provide valuable insights into the organizational climate within the unit. While there are commendable aspects, such as a generally positive and friendly atmosphere, there are also areas that warrant attention and improvement.

Firstly, the call for enhanced training modules, incorporating practical scenarios alongside theoretical concepts, resonates strongly. By tailoring training to better align with the day-to-day realities of the workforce. They can empower employees with the skills and knowledge they need to excel in their roles.

Moreover, the concerns raised regarding workload management and its impact on employee well-being underscores the importance of implementing measures to promote a healthy work-life balance. Addressing workload issues not only safeguards employee health but also enhances productivity and morale.

Additionally, the feedback regarding the need for improvement staff amenities and facilities highlights an opportunity for investing in creating a more supportive and comfortable work environment. Enhancing these aspects demonstrates our commitment to prioritizing employee satisfaction and fostering a culture of care and appreciation.

Furthermore, while the analysis underscores the significance of communication, leadership style, and employee satisfaction in shaping organisational outcomes, it also emphasizes the complexity of these relationships. Further exploration and refinement of strategies in these areas can yield even greater benefits for the unit.

In the end, by heeding the insights gleaned from both employee feedback and analytical assessments, the company can proactively address areas for improvement and build upon the strengths to cultivate a thriving organizational climate. Through a steadfast commitment to fostering a supportive, engaging, and fulfilling workplace, we can unlock the full potential of the workforce and drive sustained success for the unit and the organization as a whole.

## 9 MANAGERIAL IMPLICATIONS:

- ✓ Investing in communication training programs to enhance interpersonal skills among employees and leaders.
- ✓ Foster a supportive leadership style that emphasizes collaboration, empowerment, and employee development.
- ✓ Implement initiatives to improve employee satisfaction, such as offering competitive packages, promoting work-life balance, and recognizing employee contributions.
- ✓ Regularly assess organizational climate and solicit feedback from employees to identify areas for improvement and address potential issues proactively.

If the company addresses the communication challenges, promotes effective leadership practices, and prioritizes employee satisfaction, the company can create a positive organizational climate conducive to high performance and employee well-being.

## **10 TASK HANDLED:**

1. Maintaining employee documentation- creating a physical filing system for employee documents including, photographs, joining kit (joining form, PF form, PF nomination form, locker forms, name tags, police verifications), birth certificate, education qualifications, experience, bank details, PAN card, Adhaar copy, offer letter, interview assessment sheet, and resumes.
2. Facilitating the onboarding process for new hires- Developed an onboarding checklist to ensure all necessary steps were completed for new employees, including paperwork completion, orientation sessions, and introducing them to the team members. Provided ongoing support and guidance to new hires to help them integrate smoothly into the company culture.
3. Managing and maintaining attendance records- maintained attendance tracking system to accurately record employee hours, including sick leave, vacation time, and other absences. Monitored attendance patterns and addressed issues promptly.
4. Understanding the process of salary processing- worked with the accounts department to understand the salary process. Once calculating of wages, deductions, and bonuses were done and forwarded to the accounts team. Ensured timely and accurate processing of payroll, adhering to company policies and legal requirements.
5. Ensuring compliance with ESIC and PF regulations – Understood the employment laws and regulations, particularly those related to ESIC and PF. Followed the procedures to ensure compliance with these regulations, including timely contributions and fillings.
6. Assisting in organizing training activities for employees- worked with the training head of the company and developed training programs accordingly. Scheduled training sessions with the trainer and tracked employee participation and progress.
7. Participation in town hall meetings – Actively participated in town hall meetings by assisting in the preparations, and facilitating discussions as needed. helped in sharing important information with employees and addressed any questions or concerns they may have had.
8. an understanding of Full & Final settlements (F&F) and Exit procedures- learned and did an F&F process and exit procedures for the employees, including finalizing pending dues, collecting company assets, and providing necessary documentation to departing employees.
9. Learning of leave encashment, both paid and gratuity- learned about the process of leave encashment and gratuity payments as per company policies and legal requirements. Assisted employees with inquiries related to these benefits.

This internship provided me with a comprehensive understanding of HR operations, from documentation to compliance and employee engagement. I have developed skills in HR administration and processes that are essential for future roles in this field.

## **11 LEARNINGS:**

The experience of both internships in two different sectors that is the first internship in the manufacturing and the second in the hospitality sector gave an exposure to new things.

The internship experience and learnings at Pai Kane Groups were valuable opportunities for me as a business student to gain practical knowledge and enhance my professional skills. Throughout the internship, I was exposed to various facets of the manufacturing industry, providing me with a comprehensive understanding of the operational processes and management strategies employed by a successful organization. One of the key takeaways from the internship was the significance of effective communication and collaboration within a company. I learned firsthand the importance of clear and concise communication to ensure seamless coordination among different departments. Working alongside professionals in diverse teams, I grasped the significance of teamwork and the power of collective efforts in achieving organizational objectives.

As a Human Resources student, my second internship at Aralea Beach Resort by Stone Wood was an enriching experience. During my time there, I gained valuable insights into the role of HR in a company. I learned how crucial it is to understand each employee working in the unit, work for their welfare, and ensure their sanity.

One of the major learnings I gained was the importance of maintaining a record of each employee from the time they join until they exit. This includes documenting all the necessary proofs of the employee, such as Adhar details, PAN card, education details, experience certificate if worked before, birth certificate and bank details getting the joining form filled, ESIC and PF forms later once joined their attendance, leave, salary, etc. Keeping track of these details is crucial for the smooth functioning of the organization.

Another important aspect that I learned was to provide necessary training to employees who lack certain skills. Arranging training sessions every month is essential to help employees enhance their skills and perform better at their job. This also helps to improve employee engagement, as they feel valued and motivated to work for the company.

Moreover, planning employee engagement activities is critical to ensure that employees feel happy and satisfied with their work. This, in turn, helps to prevent employee turnover. As an HR professional, it is also important to prepare monthly budgets and manning budgets. Conducting daily meetings with the HODs to understand the challenges they face, and identifying areas of improvement are also essential.

Another important aspect that I learned during my internship was how to handle full and final settlements, leave encashment, gratuity, and police verification if the employee is from another state. These are crucial tasks that need to be done efficiently and accurately to ensure that the employee leaves the organization on a good note.

Overall, my internship at Aralea Beach Resort gave me a deeper understanding of the HR function in a company and the various responsibilities that come with the role. I am grateful for the opportunity to have gained such invaluable insights and skills.



In both the manufacturing and hospitality sectors, one of the important lessons learned is the significance of clear and smooth communication flow among all departments to prevent confusion and misunderstandings. While in the manufacturing industry, rules and procedures are usually fixed and can be altered only under specific circumstances, in the hospitality industry, the procedures and processes are somewhat fixed, but there are a few exceptional scenarios in which they may need to be modified based on the situation.

## 12 CHALLENGES:

During the internship, several challenges were encountered, each requiring innovative solutions and proactive management to overcome effectively few were:

- **Building trust for feedback:** initially, gaining the trust of employees to provide honest feedback posed a hurdle. Implementing transparent communication channels and assuring anonymity in feedback collection helped foster trust and encourage open dialogue.
- **Document Collection:** The inadequate filing system made the collection of necessary documents challenging. Implementing an organized documentation system and conducting regular audits ensured that essential paperwork was accessible and up-to-date.
- **Attendance management:** Difficulties in maintaining accurate attendance records, particularly among housekeeping and F&B staff, necessitated the implementation of digital attendance tracking systems and regular reminders to ensure compliance.
- **Shift timing issues:** Addressing challenges related to F&B staff shift timing and attendance tracking necessitated the development of tailored solutions, such as implementing digital shift logging systems and providing incentives for timely attendance.
- **Training session:** scheduling training sessions that accommodated the busy schedule of employees, gathering all the staff together particularly housekeeping staff, was a task to ensure maximum attendance and participation.
- **Accommodation and Cafeteria concerns:** employees' dissatisfaction with accommodation and cafeteria facilities called for swift action to address their concerns. Initiatives such as providing alternative accommodation options close to the unit and improving food quality and variety in the cafeteria were implemented to enhance employee satisfaction.

In overcoming these challenges, a commitment to professionalism, and innovative and employee-centric solutions was paramount. By addressing employee concerns, streamlining processes, and implementing proactive measures, the internship experience was transformed into a valuable learning opportunity, contributing to personal and professional growth while fostering a positive organizational climate.

## 13 APPENDIX I: PHOTOS WHILE YOU ARE AT WORK





