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A study on manufacturing industry culture with special reference to cosmos group, Pune

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Abstract
The success of any Manufacturing industry depends in part on the match between individuals and the culture of the manufacturing plant. Manufacturing industry culture is the set of operating principles that determine how people behave within the context of the industries. Underlying the observable behaviors of people are the beliefs, values, and assumptions that dictate their actions. Plant Head need an accurate understanding of the manufacturing industries culture in order to direct activities in a productive way and to avoid the destructive influence of having employees who are not committed to the industries goals. A shared sense of purpose starts with the hiring process and continues with careful attention to how employees are motivated and rewarded for their efforts. Plant Head need to continually transmit the values of the culture through efforts such as storytelling, rituals and plant-sponsored social events, as well as consistent positive feedback that gives each member of the manufacturing plant a sense of importance. The purpose of this study was to examine its general ability in Cosmos group, Pune. This research instrument was translated into meeting with discussion and distributed to executive and non- executive employees in the plant. Details from 60 respondents were collected and were analyzed. The result generally supports the hypothesis and shows that there is no significant difference between the perception of executive and non-executives towards OCTAPACE (Openness, confrontation, trust, autonomy, pro-action, authenticity, collaboration, experimentation) culture in Cosmos Group, Pune.

Keywords: manufacturing industry culture, cosmos group Pune

Introduction
Manufacturing Industry Culture is defined as a pattern of basic assumptions invented, discovered or developed by a given group, as it learns to cope with the problems of external adaption and internal investigation that has worked well enough to be considered valid and therefore is to be taught to the new members as the correct way to perceive, think, and feel in relation to those problems. Manufacturing industries Culture is a set of shared understandings, norms, values, attitudes and beliefs of a manufacturing plant which can foster or impede change. When people join manufacturing industries, they bring with them the values and beliefs that they have been taught. Quite often, however these values and beliefs are insufficient for helping the individual succeed in the manufacturing industries the person needs to learn how the particular enterprise does things. A common misconception is that manufacturing plant has a uniform culture. However, at least as anthropology uses the concept; it is probably more accurate to treat manufacturing industries as if they had a uniform culture. All manufacturing industries have culture, in the sense that they are embedded in specific societal cultures and are part of them. According to this view, manufacturing industries culture is a common perception held by the manufacturing plant's members. Everyone in the manufacturing industries would have to share this perception. However, all may not do so to the same degree. As a result, there can be a dominant culture as well as subcultures throughout typical manufacturing industries. A dominant culture is a set of core values shared by a majority of the manufacturing industries members. The values that create dominant cultures in manufacturing plants help guide the day-to-day behavior of the employees. Important, but often overlooked, are the subcultures in manufacturing industry. A subculture is a set of values shared by a minority, usually a small minority of the manufacturing industries members. Subcultures typically are a result of problems or experiences that are shared by members of a department or unit. Subcultures can weaken and undermine manufacturing industry if they are in conflict with the dominant culture and overall objectives. Successful firms, however find that this is not the case always. Most subcultures are formed to help the members of a particular group deal with the specific day-to-day problems with which they are confronted. The members may also support many, if not all, of the core values of the dominant culture.

A Dimensions of Manufacturing Industry Culture
Manufacturing industry engagement
The cultural dimension of engagement is multifaceted and complex. Engagement is concerned with manufacturing plant and individual factors that contribute to a Personal state of authentic involvement in the manufacturing plant. Manufacturing processes used to recruit, orient, socialize, and manage employees influence Engagement. Employee's sense making, psychological contracts, and perceptions of fairness in industrial dealings influence the degree of authentic involvement by them. Managing these manufacturing processes and individual perceptions to facilitate high degrees of industrial commitment and identification encourages a culture of engagement that supports internal whistle blowing. If an Industry member is

not committed to high ethical standards there may be a tendency to rationalize questionable behavior as a common or even necessary practice in performing job works. On the other hand, if an employee has high ethical standards that are not supported by the industry, there is a Tendency for the employee to experience internal conflict. Such conflict will arise when industrial demands on employees are inconsistent with personal or professional values. The result is decreased commitment and an unwillingness to exert effort on behalf of the industry. Once employees enter the industry, socialization methods, including training on ethical standards can be used to deepen employee commitment to industrial values and norms.

Manufacturing industry accountability

Accountability for communicating knowledge of wrong doing will be carefully judged by employees. "Is it my job to report?" "Isn't this someone else's responsibility?" "Why should I get involved? After all, I am not the only one aware of what is going on here." Again, values, beliefs, and norms embedded in the industrial Culture and picked up by employees will employee reflections.

Manufacturing industry vigilance

Prior to pondering whether or not to communicate an ethical, compliance, or legal concern, an employee must first be in a position to detect violations. "What are the standards in this organization?" "What is my role in upholding these standards?" Accordingly, the first step in supporting employee communication and reporting behaviors is to influence a culture that promotes not only awareness of an Industrials commitment to integrity, but a shared understanding of industrial standards. A look out for threats to manufacturing industrial integrity also must be cultivated among manufacturing industry members. Thoughtful attention to training employees on the values and standards outlined in the manufacturing industries code of conduct will facilitate awareness building.

However, the most fundamental and powerful values of a manufacturing industry are not written down and exist only in the shared norms, beliefs, and assumptions reflected in the manufacturing industries culture. These norms, beliefs, and assumptions guide how manufacturing industrial members think and act. The manufacturing industrial Culture

Informs members how to relate to each other and to outsiders, how to analyze problems, and how to respond to situations encountered in the manufacturing industries. To Promote a shared understanding of which "code" to follow, the formal code of conduct or the unwritten code of culture, the dynamics of manufacturing industrial Culture. On an employee's ability to accurately interpret the ethical standards of the industry must be addressed. To support a culture of vigilance, employees also must be educated on the relationship between manufacturing industrial integrity and the manufacturing industries' strategic positioning. Employees who observe wrongdoing may not report it because they cannot fully estimate the resulting damage. Therefore, the manufacturing industries should Ensure employees are in a position to identify the potential consequences of ethical, compliance, and legal breaches, including opportunity costs and harm to The manufacturing industry, its reputation, and stakeholders.

Manufacturing industry credibility

A culture of engagement that supports manufacturing industrial commitment and identification, however, may not be sufficient for prompting employee disclosures. An

Employee will also seek to "test" the manufacturing industrial commitment to integrity. Leadership behavior is a key determinant of employee perceptions and beliefs. The most powerful strategy that can be relied upon to facilitate credibility is employee belief in espoused ethics and values including manufacturing industrial expectations For employee disclosure, attending to and monitoring congruence in the manufacturing industrial Culture. The role of leadership is central to this strategy. Aligning leadership behaviors with formal policies and consistent modeling of espoused values are important practices for fostering credibility. Demonstrating personal commitment to manufacturing industrial values builds trust and creates a safe environment for employees to come forward and report concerns.

Framework and problems in manufacturing industry

Seven percent of all comments (fully one in four of those in the manufacturing industrial problem category) focused on how the culture within the manufacturing industry (the unwritten rules and exceptions) worked against balance. Men, managers, employees with eldercare responsibilities and those working in the public sector were substantially more likely than respondents in the other groups to express concerns with respect to the manufacturing industries culture. What kinds of culture did Canadians talk about? From the comments, we identified the following manufacturing industrial Cultures as problematic:

Management culture in Manufacturing Industries

Culture of hours in Manufacturing Industries

Culture of backlash in Manufacturing Industries

Culture of guilt in Manufacturing Industries

Disconnected culture in Manufacturing Industries: good policies, poor practice, poor role models at the top

Manufacturing Industries Culture based on the myth of "separate worlds" (i.e. work *or* family)

Culture of money in Manufacturing Industries: money rather than people is what is important

About

Cosmos Group, Pune.

Products

We employ the best technologies to manufacture and export a wide range of Construction material.

Quality Assurance

Right from our establishment in this industry, we have been striving to maintain.

Industry Serve

We work in collaboration with many known industries by earning their trust.

Technology

At our organization, each machine is developed and designed in sync with the most recent knowledge and machinery.

Facilities
Our Infrastructure and Facilities are widespread over an area of 67,000 square feet.

Company profile
In our company, we have appointed a well experienced team of professionals. At present, there are working around 101 to 500 people in our unit. Our team includes sales and marketing experts, engineers, warehousing and packaging workforce, technicians, research and development professionals and logistics personnel. All of them have excellent knowledge in their respective domains. Due to their hard work and efforts, today, we are counted among the topmost companies in construction sector with an annual turnover of Rs. 10-25 Core approx. The team works in coordination with each other in order to achieve streamlined business operations.

- Perfect finish
- Excellent loading strength
- Long working life
- Easy installation
- High energy efficiency
- Dimensional accuracy
- Less power consumption
- High performance

Why choose cosmos group, Pune.
Customized solutions according to the need of client stringent quality checks for ensuring flawlessness in the machine Innovation and advanced mechanism through research & development.
Right from our establishment in this industry, we have been striving to maintain high standard of quality in our products. For this, we have adopted the most stringent quality policy in our business approach.

Quality assurance
Right from our establishment in this industry, we have been striving to maintain high standard of quality in our products. For this, we have adopted the most stringent quality policy in our business approach. Our team makes sure to stringently follow the quality policy throughout the production process, starting from procurement of raw materials, engineering and manufacturing till testing. In this way, we assure high standard of quality in the product that further delivers high end performance and excellent speed operation at the client's site.

Industry serve
At our organization, each machine is developed and designed in sync with the most recent knowledge and machinery. Our world class manufacturing unit and progressive professionals, get-together to brought best quality products. With years of experience, all the construction equipments and machinery are known to reach customer's specifications. Our sporadic state of industry prevalence in cooperation with complete understanding of headway and basic necessities, assist our professionals to develop many useful products.
We are known to serve various industries such as:

- Construction machinery manufacturing industry
- Big infrastructural projects
- Scaffolding industry
- Heavy engineering industry

Infrastructure & facilities
Our Infrastructure and Facilities are widespread over an area of 67,000 square feet, including all the advanced equipments and machines. This fully equipped infrastructure enables us to successfully cater to the varied requirements of our customers. Our entire infrastructure is wisely segmented into separate units of research & development, procurement, manufacturing, quality testing and sales & marketing. All the units are supervised by senior most professionals who have years of experience in their respective domains. In our research & development department, we develop new technologies and techniques to integrate our product line in accordance with latest demands of industry. Our huge success is based on our constant research and development. We, being a customer oriented company, conduct extensive market research across global market to upgrade our products and services.

Mission
Our mission is dedicated to providing our customers with quality manufacturing services in an environment of continue improment that produces profitable growth for our customers.

Vision
We will be the market leader by providing high-quality products and services through technology, design, associate innovations & growth in the industries.

Leadership of cosmos group, Pune.

Name	Designation
Janak N. Shah.	Chairman & Managing Director
Siddharth J. Shah.	Technical Director
Mehul J.Shah.	Financial Director`
S.N. Biradar.	Marketing HOD
Suresh Joshi.	Production Manager.

Engineering Talent / Development Centers / Value Delivery / Investment Strategy and Culture in Cosmos Group, Pune.

Literature review
The supremacy of human element and urgency of creating a learning manufacturing industry through development of manufacturing industrial capabilities all the times, make out a strong case for the evaluation of HRD talent in manufacturing industries. Various studies reveal that the HRD talent contributes to the manufacturing industries overall growth and self-reviewing capabilities which in turn increase the capabilities of individual, dyads, team and the entire manufacturing industries.
The various researches conducted in this field are as follows:
Understand relationship between value institutionalization and Manufacturing industrial Culture by Sharma and Purang, (2000) A Survey of 25 middle level managers in manufacturing sector, manufacturing primarily power sector equipment with a view to understand relationship between value institutionalization and manufacturing industrial Culture. The study highlights that there exist positive relationship between value institutionalization and manufacturing industrial Culture.
Study of HRD talents in private Industries of Hyderabad by Alphonsa, (2000) [4]
They conducted the study with sample of 25 supervisors

from different departments participated in present study. The crux of the study highlights that the supervisors perception about the engineering talents is satisfactory and there exists reasonably, good talents with respect to top management's belief in HRD talent.

Study of the existence of good culture in the manufacturing industries, by Bhardwaj and Mishra (2002) [3]. They conducted a study with a sample of More than 50 senior, middle and lower level managers of private sector manufacturing industries which is one of India's largest multi business manufacturing industries. Thus, on the whole, the existence of good HRD talents in the industries covered under study. The managers in general showed a favorable attitude towards HRD policies and practices of the manufacturing industries. They were satisfied with the developmental policies of top management as well as happy with the prevailing HRD talents in the manufacturing industry.

Rationale of the Study

The term has been coined by Professor T.V. Rao of IIM-A, India. The OCTAPACE culture is characterized by the occurrence of openness, confrontation, trust, authenticity, pro-activity, autonomy, collaboration and experimentation. It deals with the extent to which these values are promoted in the manufacturing industry.

Empirical studies conducted by (Rohmetra 1998; Rao and Abraham 1999; Alphonsa 2000; Bhardwaj and Mishra 2002; Kumar and Patnaik 2002) [4, 3] indicate that the culture of the OCTAPACE values is imbibed in the culture of the many manufacturing industries to a good or moderate degree. These values help in fostering a climate of continuous development of techanical department.

Trust

The employees department and groups trust each other and can be relied upon to 'do' whatever they say they will do. Rohmetra (1998) found that an intimate degree of trust enjoyed in the industry. Sharma and Purang (2000) showed that there exists a good degree of trust among the middle level managers in manufacturing industry in engineering sector.

Authenticity

Authenticity is the value underlying trust. It is the willingness of a person to acknowledge the feelings he/she has, and to accept him/her as well as others who relate to him/her as persons.

Autonomy

Autonomy is the willingness to use power without fear, and helping others to do the same. Employees have some freedom to act independently within the boundaries imposed by their role/job.

Confrontation

Employees face the problems and work jointly with others concerned to find its solution. They face the issues squarely without hiding them or avoiding them for fear of hurting each other.

Pro-action

Employees are action– oriented, willing to take initiative and to show a high degree of pro-activity. They anticipate the issues and act or respond to the needs of the future. Mufeed and Gurkoo (2007) in their comparative study in the universities of Jammu & Kashmir found the value of pro-activity as unfavorable.

Openness

Employees feel free to express their ideas and the manufacturing industries are willing to take risks and to experiment with new ideas and new ways of doing things. Krishna and Rao (1997) surveyed the manufacturing industrial climate of the BHEL which shows that the environment of openness works well among the middle and senior managers in the manufacturing industry. A study conducted by Rohmetra (1998) on engineering sector of J & K space for determining the engineering talent showed that the environment is less open for employees.

Collaboration

Collaboration involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together.

Experimentation

Experimentation as a value emphasizes the importance given to innovation and trying out new ways of dealing with the problems in the manufacturing industry. Alphonsa (2000) [4] in his empirical study found that the employees were not encouraged when they suggested new things or new ideas.

Hiring

- Rigorous Selection Process
- Cultural Fit
- Mix of professional hires
- Full time internal recruiters; hiring agencies and referrals for senior level positions
- Seek Product Developers
- Entry level hiring at walk in
- Technology

Training

- Communication and soft Skills
- Creates a pool of proficient experts to augment a project
- Best practices of project Management
- Emerging trends and Technologies
- Interviews hires will average 8-12 months of experience before assigned to a client
- Shadow Resource Pool
- Cross-platform training to help develop versatile skills

Retention

- Work hard – Play hard
- Highly competitive and rewarding work culture
- Challenging product R&D Assignments
- Success Factors
- Very high retention rate 75-80% vs. industry average of 65-70%
- Intense focus and emphasis on technology & innovation
- Competitive and attractive compensation packages

Objectives and Methodology

Objectives

Manufacturing Industrial Culture is hypothesized to play a decisive role in the development of a unique corporate identity. This unique identity provides manufacturing industries with the opportunity to attain strategic leadership. Keeping in view the vital role that OCTAPACE culture plays in the success of any manufacturing industry, the present study was undertaken with the objective of studying the manufacturing industrial Culture in Cosmos Group, Pune. The study is based on the concept of the OCTAPACE culture – an acronym for Openness, Confrontation, Trust, Authenticity, Pro action, Autonomy, Collaboration, and Experimentation.

1. To study the conceptual framework of manufacturing industry Culture.
2. To study how the different groups (executives and non-executives) of the manufacturing industry perceive its culture.

Thus, the study attempts to uncover the culture of the Manufacturing Industries

Hypothesis

To study the Manufacturing industrial Culture with special reference to Cosmos Group, Pune.

To conduct this study certain hypothesis were to be framed.

On the basis of above objectives, the following hypotheses were formulated:

For objective number- 1, No hypothesis is required since it is an exploratory study. And

For objective number-2, hypothesis is mentioned below:

H0: There is no significant difference between the perception of executive and non-executives towards OCTAPACE culture in Cosmos Group, Pune.

Research Methodology

The sample size

The sample consists of 60 Executives and Non-Executives of Cosmos Group, Pune.

The Sampling technique

Sampling is the process of systematically selecting that which will be examined during the course of a study. Use of Convenience sampling will be done to select the Sample Units.

In convenience sampling, the selection of units from the population is based on easy availability and/or accessibility. It is a sampling method in which units are selected based on easy access/availability. The disadvantage of convenience sampling is that the units that are easiest to obtain may not be representative of the population. For example products on top of a box of parts may be a different quality from those at the bottom, people who are at home when the market researcher calls may not be representative of the entire population. It is also called as Accidental Sampling.

For achieving the objectives of study, survey was conducted. For survey, questionnaires were filled from of the Management & workers in the Manufacturing Industry. It was selected as the mode of survey to make the study more meaningful & so that maximum information could be collected. For conducting the personal interviews of the workers, a questionnaire was made. The questionnaire was structured with close ended questions.

Data collection

Questionnaire consisting of scales on manufacturing industries Culture were created for collecting the primary data to conduct this research.

The respondents were asked to fill some necessary personal information also and the results were obtained by using standardized scales for the measurement which have high reliability and validity.

Tools for Data Analysis

Statistical Package for Social Sciences (SPSS) has been used to calculate Mean and Standard Deviation.

Data analysis

Q No.1 How long have you been working for company?

Table 1

Option	No. of Respondents	% of respondents
A: Less than 1 year	6	10
B: One - Two year	15	25
C: Two – Five year	30	50
D: Five years and above	9	15
Total No. of respondents	60	100

Interpretation

Majority of employees in Cosmos Group, Pune. Are working from past two to five years that means they are satisfied with the company and want to stay there.

Q No.2 How motivating is the work environment?

Table 2

Option	No. of Respondents	% of respondents
A: Extremely motivating	6	10
B: Fairly motivating	42	70
C: Neither motivating nor de motivating	12	20
Total No. of respondents	60	100

Interpretation

Most of the employees feel that the environment is motivating, that means that the Manufacturing industry is making constant efforts to keep their employees motivated And encouraged.

Q No. 3 Are you satisfied with the working conditions provided by the company?

Table 3

Option	No. of Respondents	% of respondents
A: Strongly Agree	6	10
B: Agree	30	50
C: Disagree	24	40
Total No. of respondents	60	100

Interpretation

Half of the employees in the Manufacturing industry feel satisfied with the working conditions but they may improve this % to some more extent.

Q No.4 Do you feel free to offer comments and suggestions?

Table 4

Option	No. of Respondents	% of respondents
A: Yes	42	70
B: No	18	30
Total No. of respondents	60	100

Interpretation

More than half of the employees feel that they can give suggestions to the manufacturing industry that means they are given proper freedom to express their views.

Q No.5 Do all the other departments in the manufacturing industry cooperate with each other?

Table 5

Option	No. of Respondents	% of respondents
A: Yes	48	80
B: No	12	20
Total No. of respondents	60	100

Interpretation

80% of the employees feel that all the departments coordinate with each other very well. That means there is a proper spirit in the manufacturing industry.

Q No. 6 How far training programs help an employee to achieve the required skill for performing the job efficiently?

Table 6

Option	No. of Respondents	% of respondents
A: To great extent	24	40
B: To some extent	33	55
C: Rarely	3	5
Total No. of respondents	60	100

Interpretation

Nearly all the employees feel that training program helps an employee to achieve the required skill to perform the job efficiently, that means the manufacturing industry
Has a proper training and development programs.

Q No. 7 is there a harmonious relationship with your colleagues in the company?

Table 7

Option	No. of Respondents	% of respondents
A: Strongly Agree	12	20
B: Agree	39	65
C: Disagree	6	10
D: Strongly disagree	3	5
Total No. of respondents	60	100

Interpretation

65% of the employees feel that there is a harmonious environment in the manufacturing industry that means there are favorable relationships between the employees.

Q No. 8 Do the sense of belongingness increases with the cooperation?

Table 8

Option	No. of Respondents	% of respondents
A: Strongly Agree	12	20
B: Agree	45	75
C: Disagree	3	5
D: Strongly disagree	0	0
Total No. of respondents	60	100

Interpretation

Almost three forth of the employees feel that belongingness and cooperation go hand in hand that means there is a positive relation between both of them.

Q No. 9 Do you think the training programs helps in improving relationship among employees?

Table 9

Option	No of Respondents	% of respondents
A: Yes	54	90
B: No	06	10
Total No. of respondents	60	100

Interpretation

Almost 90% of the employees feel that training helps in improving the relationship between colleagues that means it really does so.

Q No. 10 Have you been provided with adequate and fair compensation for the work you do?

Table 10

Option	No. of Respondents	% of respondents
A: Strongly Agree	3	5
B: Agree	30	50
C: Disagree	21	35
D: Strongly disagree	6	10
Total No. of respondents	60	100

Interpretation

Half of the employees feel that they are given proper and adequate salary that means the manufacturing industry pays according to the work given to the employees.

Q No. 11 Which one of the following infrastructure Appraisal is Excellent?

Table 11

Option	No. of Respondents	% of respondents
A: Classroom/seating arrangement	27	45
B: Audio visual arrangement	15	25
C: Quality of lunch	06	10
D: Traveling facility	12	20
Total No. of respondents	60	100

Interpretation

Most of the employees feel that the classroom and seating arrangement are the most excellent facilities provided by the manufacturing industry. The industry needs to
Improve on the other four facilities.

Q No. 12 Does your manufacturing industry pay salary by considering responsibilities at work?

Table 12

Option	No. of Respondents	% of respondents
A: Strongly Agree	3	5
B: Agree	27	45
C: Disagree	24	40
D: Strongly disagree	6	10
Total No. of respondents	60	100

Interpretation

This is the case where almost equal number of employees have responded in opposite manner that they are been according to their responsibilities and some say they are been not paid accordingly. Thus the manufacturing industry needs to get the feedback of employees on this.

Discussions

1. Majority of employees in Cosmos Group, Pune are working from past two to five years that means they are satisfied with the company and want to stay there.
2. Most of the employees feel that the environment is motivating, that means that the manufacturing industry is making constant efforts to keep their employees motivated and encouraged.
3. half of the employees in the manufacturing industry feel satisfied with the working conditions but they may improve this percent to some more extent.
4. More than half of the employees feel that they can give suggestions to the manufacturing industry that means they are given proper freedom to express their views.
5. 5.80 % of the employees feels that all the departments coordinate with each other very well. That means there is a proper spirit in the manufacturing industry.
6. Nearly all the employees feel that training program helps an employee to achieve the required skill to perform the job efficiently that means the manufacturing industry Has a proper training and development programs.
7. 7.65% of the employees feels that there is a harmonious environment in the manufacturing industry that means there are favorable relationships between the employees.
8. Almost three forth of the employees feel that belongingness and cooperation go hand in hand that means there is a positive relation between both of them.
9. Almost all the employees feel that training helps in improving the relationship between colleagues that means it really does so.
10. More than half of the employees feel that they are given proper and adequate salary that means the manufacturing industry pays according to the work given to the employees.
11. Most of the employees feel that the classroom and seating arrangement are the most excellent facilities provided by the manufacturing industry. The industry needs to improve on the other four facilities.
12. This is the case where almost equal number of employees have responded in opposite manner that they are been according to their responsibilities and some say they are been not paid accordingly. Thus the manufacturing industry needs to get the feedback of employees on this.

Summary and Conclusion

Manufacturing industry Culture is a pattern of basic assumptions that are taught to the personnel as the correct way to perceive, think and act on a day-to-day basis.

Some of the important characteristics of manufacturing industry Culture are observed behavioral regularities, norms, values, rules, philosophy and so on. While everyone In the organization will share the organization's culture, not all may do so to the same degree. There can be a dominant culture, but also a number of subcultures. Some manufacturing industries have strong cultures and others have weak cultures. The strength of the culture will depend on trust and intensity. In some cases manufacturing industries find that they must change their culture in order to remain competitive and even survive in their environment. With reference to the manufacturing industry in this project, we had analyzed the value system of the Cosmos Group Pune and found that it has built its manufacturing industrial Culture which holds its employees together in line with the vision and mission of the manufacturing industry. It has also built a manufacturing industry of repute - an enterprise that stands apart which even during the last economic downturn was unshaken. The manufacturing industry has given its culture an innovative and futuristic approach with customer as the top priority.

1. Develop working structures and subcommittees in which individuals are assigned clear individual goals to accomplish. Make it clear in a positive way that the attainment of these goals is required for the success of the group. Motivate employees to work together to attain these goals within the structure of the manufacturing industry.
2. Clarify any uncertainty in the minds of employees or management about who is responsible for what, who reports to whom and who sits where within the Manufacturing industrial structure. Find the productive window between authoritarian hierarchy on the one hand and ineffective dis manufacturing industry on the other, and Work to stay within that window.
3. Consult with management and employees to clarify their goals for the manufacturing industry. Do this privately or in larger groups, depending on the nature of the inquiries and what works best within your manufacturing industry.
4. Identify the goals of the manufacturing industry that are shared by all involved parties and make these central to the manufacturing industrials statement of purpose. These Might include ethical business practice, a secure income for all employees and seeking a certain market share within the manufacturing industries field.
5. Publicize these shared goals to all members of the organization and make it clear that the attainment of these goals is being sought for the benefit of everyone involved.
6. Minimize the griping and backbiting that often undermine manufacturing industry Culture by providing legitimate channels of complaint and suggestion for dissatisfied employees. This might take the form of suggestion boxes, private and public meetings with employees and written complaint forms that are read and taken seriously by people in power.
7. Maintain work areas such as offices and factories so that they are pleasant places to work. Workplaces that

are not too hot, cold, crowded, or dirty will make employees more satisfied and help to create a manufacturing industrial Culture of positivity and contribution.

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