



## A Study on Organisation Climate and its Impacts on Quality of Work Life in Indian Industry –with Reference to Chennai City.

### KEYWORDS

Organization, Behavior, Attitude, Factors

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**ABSTRACT** *Organizational Climate is explained as the perceptions that employees share about what is important in an organization obtained through their expects and supports. Organizational climate consists of a set of characteristics that describes an organization and distinguishes it from other organizations. A set of attributes to a particular organization may be induced from the behavior and attitude in which the organization deals with its members. Individual perception of organizational properties and organizational factors is the major determinant of climate in an organizational climate has its major influence on the performance of the workforce which is determined by the level of its satisfaction and motivation*

### INTRODUCTION

In most of our Indian organizations there is a 'gap' between what an employee wants and what the management thinks an employee wants. To bridge this 'gap', the management must have a keen sensitivity to what their people really want. One might generalize at this point that individuals act on the basis of their perceptions or interpretations of reality and not on the basis of the reality itself. Therefore, to understand the wants of the employees, the management should have an awareness of the perceptions of the members of the system, of the various characteristics of the organization. By bringing their sensitivity closer and closer to employees' perceptions, they can often increase their effectiveness in working with employees. The perception of the employees of the various characteristics of an organization is known as the 'Climate' of the organization. Organizational climate exists in a contingency relationship where it depends upon the type of people it has, the kind of technology it uses, the level of education it imparts and the expectation of the collaborators. In dealing with people, the total man concept should be borne in mind which is a combination of three different concepts about the nature of human beings viz., economic, social and self-fulfilling. In order to build up a conducive organizational climate, the managers must understand their human force in a better way and efforts should be taken to identify what motivates their job performance. Having a keen insight into the minds of individuals, designing a personal approach in leadership and job design are the other aspects of consideration in the process of building a favorable climate in an organization.

### REVIEW OF LITERATURE

(Anil 2010 et.al) Organizational climate and performance are linked and that climate can directly account for up to 30 percent of the variance in key business performance measures. Work climate now a days is more important than it was previously because the external and internal environments of work organizations are less stable and less predictable than before.

(Chaudry and Murray 2012) Hence the major challenges of today's managers are to get things done in such a hostile, continuously changing work environments and to create a climate in which employees volunteer their creativity and expertise.

(Drinder and Gulphinas 2012) Because of the increasing competition for high performing workers and the changing life

styles of the workforce, most companies are amending their policies to better accommodate the demands of the workforce. Providing a conducive work atmosphere coupled with an attractive salary package enables the workforce to feel pleasant about their work and this could lead to improved individual efficiency and overall organizational performance.

### RESEARCH PROBLEM

- Different approaches to work motivation which have emerged in the recent past emphasize different strategies, but they do not really provide practicing managers with standard principles that can be applied with universal success.
- Individual behavior differs not only from person to person but also from period to period, and changing social conditions, like education, cooperation and public awareness
- Creation of a favorable work atmosphere by the management is possible only if it understands the changing scenario, growing awareness among employees on different issues concerning employment, intensity of competition among the producers and marketers due to preference for quality in products and services offered,.
- possible impact on effecting continuous changes in the composition of workforce and the increased avenues which are open to the workforce to move towards the destinations where handsome packages are offered to attract the best talents and retain them for a reasonable period if not for their life time

### OBJECTIVES

- To find out the perception of employees towards the various dimensions of organizational climate.
- To study the Socio-Economic characteristics of the employees.
- To find the existing Organizational Climate and Quality of Work Life perceived by the employees.
- To analyze various dimensions of Organizational Climate and Quality of Work Life.
- To suggest suitable measures to enhance Organizational Climate and Quality of Work Life of the employees.

### HYPOTHESIS

- There is a significant association between age of the respondents and quality of work life dimensions namely safe and healthy work environment and social integration.

- There is a significant difference among the respondents number of dependents and organizational climate importance dimensions namely career development, team & support, quality of service and training & development

**COLLECTION OF DATA**

The data required for the present study was collected through primary and secondary sources. The primary data was collected from respondents through a well structured questionnaire which was pre-tested before it was employed in the field for data collection. Primary data collected from a random sample of 200 respondents in Chennai city with the help of well drafted, pretested and structure questioner. Besides necessary secondary sources were also referred. The questionnaire was designed after reviewing the related literature and previous studies conducted in the subject area by different researchers. The questionnaire includes various aspects like socio-economic factors, dimensions of organizational climate, role of the prevailing organizational climate in motivation and performance of employees, perception towards the basic job requisites possessed by employees and the preference of employees over the different aspects of work life which have an impact on organizational climate. All the questions posed to the respondents were designed as positive statements. Likert's five point scaling technique consisting of responses from „Strong Agreement" to „Strong Disagreement" has been used to gauge the perception of employees towards organizational climate

**TOOLS OF ANALYSIS**

The selection and application of appropriate statistical tools ensure reliability of data collected and appropriateness of solutions suggested to the problem under consideration. In order to ensure internal consistency and reliability of items in a scale, Cronbach's Alpha test of reliability was applied by the researcher. Kruskal Wallis test was applied to find out the difference in the perception of employees towards various dimensions of organisational climate on the basis of socio-economic factors. Arithmetic mean, standard deviation, coefficient of variation, chi-square, correlation and t-test are the other statistical techniques used in the study for data analysis

**DATA INTERPRETATION**

**Table 1 Chi Square Test significant association between age of the respondents and quality of work life dimensions namely safe and healthy work environment and social integration.**

Education Qualification Vs Salary	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.936 <sup>a</sup>	2	.000
Likelihood Ratio	26.799	2	.000
Linear-by-Linear Association			
between	25.778	1	.000
N of Valid Cases	200		

**INFERENCE:**

The above the table shows that the significant value is 0.000. The calculated value is less than the tabulated value. Here value is less than 0.05. Therefore H<sub>0</sub> is rejected. Hence there is a significant association between significant association between age of the respondents and quality of work life dimensions namely safe and healthy work environment and social integration

**Table 2 Dependent and organizational climate (USING CHI-SQUARE)**

**Hypothesis**

H<sub>0</sub>: There is no significant association between Dependent

and Organization Climate

H1: There is significant association between Dependent and Organization Climate of the respondents.

Department Vs Income	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48.586 <sup>a</sup>	4	.000
Likelihood Ratio	47.070	4	.000
Linear-by-Linear Association			
between	37.611	1	.000
N of Valid Cases	200		

**INFERENCE**

The above the table shows that the significant value is 0.000. The calculated value is less than the tabulated value. Here value is less than 0.05. Therefore H<sub>0</sub> is rejected. Significant difference among the respondents number of dependents and organizational climate importance dimensions namely career development, team & support, quality of service and training & development

**LIMITATIONS OF THE STUDY**

- The availability of data and the co-operation of respondents are important for the success of any research endeavour aiming at offering appropriate suggestions for the problem under consideration.
- In the present study, it was observed that the cooperation of a section of respondents either for filling in the questionnaire or for personal interaction was limited.
- The initiative of the researcher to gather additional information from the trade unions would have been a great success if all the trade unions had participated in the deliberations.

**FINDINGS**

- 40% of the respondent indicated that the nearly half proportion of the respondents perceive moderate level of quality of work life There is no significant association between quality of work life and age of the respondents. (Table No.1)
- 30% of the respondent says that there is a significant association between age of the respondents and quality of work life dimensions namely safe and healthy work environment and social integration
- 20% of the respondent indicated belong to technical have higher quality of work life than the ones who belong to non-technical departments.
- 50% of the respondents working in the present organization have reported that they suffer from one or the other physical illness especially the worker category. The employees suffer from the hazards fumes at work area, which makes them ill both physically and mentally. So
- The management has to look into the health and safety of the employees at the work place. 40% were indicated that if they can be provided with proper safety equipments and reduce pollution in the work area. Proper training sessions can be programmed to educate the
- Employees to keep away from serious illness. Health check up camps can be conducted at the work spot to diagnose the health conditions of the employees. T
- 25% of the study reveals that the employees perceive moderate level of safe and healthy environment in the organization. Managing health of the employees with proper care at organization level also will help both the organization and employees to be happy. This indirectly keeps employees family feel happy.

**SUGGESTION**

- The study also shows that the employee perceive moder-

ate level of safe and health Still money is an important motive factor for people in the organization, which make them work on the job. The results also determine the importance of adequate and fair compensation for the work they do.

- The compensation system should be planned in a way that it is par with the external labor market. The compensation should response to the prevailing practices and changing economic conditions.
- The organization can also make reservations for women to be employed. Even though it is a production unit, they can be employed in administrative buildings. From the employees it is understood there was no bulk recruitment for the past twenty years.
- The organization should plan for the future need of human resource otherwise when people get superannuated at the same time the organization will face the crisis at work area.
- To avoid crisis of human resources in future when required proper planning is required. This will be another important input required by the management if they have to survive and excel in the changing work environment.
- This would require introduction and operationalisation of a group philosophy, which would on the one hand, lay down the broad parameters improving work environment and seeking efficiencies and higher productivity for earning satisfaction from the employees.
- Introduction of objective and professional policies related to career planning and development, grievance handling system, decision-making and communication will make group philosophy functional In future entire population can be considered for the study. Comparative Organizational climate can also be studied comparing manufacturing sector and service sector
- A Further research on the distribution of organizational climate by demographic variables. A comprehensive

study of the personality traits in industrial personnel.

- A research can be undertaken to study the employee's personality influence on organizational climate and its consequences. Investigation into organizational effectiveness and organizational culture can be made.
- A study can be done regarding psychological climate Influence of culture towards organizational climate can be studied.

#### CONCLUSION:

The study analyzed the existing organizational climate and quality of work life, in Indian Industry and their levels perceived by the employees. The results manifested that the employees perceive moderate level of organizational climate. Their levels of quality of work life were also found to be at moderate level. The result also reveals that there is a correlation between organizational climate and quality of work life. The major implication of the study is to bring out the importance in orienting the employees of better organizational climate and to improve their quality of work life and heighten job satisfaction. As employee ownership continues to grow, collective decision-making between managers and workers will likewise increase. Due to technological changes, globalization and deregulations, industries are looking for employees with specialization who can contribute to boost up quality production to face the pierced competition globally. So the employees are in the situation to understand the change and competition in job market. This long run will be beneficial to the management in terms of increasing the productivity. The significant finding of the study is that planners and managers while formulating the organizational policy should take special care. Equal importance must be accorded to the implementation stage also.

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