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A Study on Organizational Climate with Special Reference to the Gold King Exports, Tirupur

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Abstract

Climate of an organization is somewhat like the personality of a person. Just as every individual has a personality that makes him unique and different from other persons. Each organization has an organizational climate that clearly distinguishes it from other organizations. Organizational climate is the root cause for the success or failure of every organization. It is the resultant effect of an interaction of a number of internal variables like structure, system, culture, leaders' behavior, working conditions and psychological needs of employees with one another. Organizational climate can have a major influence on motivation, productivity and job satisfaction. This article traces the association between OC and the other organizational variables, especially job involvement, which ultimately determines the performance of the employees.

Keywords: Organizational climate, job satisfaction, job involvement

Introduction

The concept of organizational climate was formally introduced by the human relationists in the late 1940s. Now it has become a very useful metaphor for thinking about and describing the social system. Organizational climate is also referred to as the "situational determinants" or "Environmental determinants" which affect the human behavior. Some persons have used organizational culture and organizational climate interchangeably. But there are some basic differences between these two terms. According to Bowditch and Bueno, "Organizational culture is connected with the nature of beliefs and expectations about organizational life, while climate is an indicator of whether these beliefs and expectations are being fulfilled." Climate of an organization is somewhat like the personality of a person. Just as every individual has a personality that makes him unique and different from other persons. Each organization has an organizational climate that clearly distinguishes it from other organizations. Basically, the organizational climate reflects a person's perception of the organization to which he belongs. It is a set of unique characteristics and features that are perceived by the employees about their organizations which serves as a major force in influencing their behavior. Thus, organizational climate in a broad sense, can be understood as the social setting of the organization.

Review of Literature

Sinha A.K.(1960)¹ found that job satisfaction is a resultant feeling of satisfaction which the employee achieves by gaining from the job what he expects from it to satisfy his needs i.e. job satisfaction refers to an individual's complex reactions towards his/her job.

Dewhirst D.(1971)² in his study "Impact of organizational climate on the desire to manage Among Engineers and Scientists" conducted among 320 managers and non-managers in 2 nonprofit development organizations reached the conclusion that managers who placed greater value on managing also had professionals who placed greater value on becoming a manager.

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Nick. C. Batlis (1980)³ in his study “The effect of organizational climate on job satisfaction: Anxiety and Propensity to leave” found that the “dimension of performance reward dependence” contributed significantly to the prediction of job satisfaction and propensity to leave, but not to the prediction of job related anxiety.

Denison D.R. (1996)⁴ says that climate is mainly concerned with those aspects of the social environment that are consciously perceived by organizational members.

Buker and Hassan (2005)⁵ in their study “A comparative examination of organizational climate, Job satisfaction and Work Place Stress” examined the organizational climate, Job satisfaction and Work Place Stress in the Turkish National Police. The study helped in pointing out the difference between the U.S. Police departments and Turkish national police department.

Bruce Cooil, Timothy L and Kiersten M (2009)⁶ in their study proposed a methodological approach that is new to the service to explore how organizational climate is related to various business outcomes. Data was collected from a large, multinational retail grocery superstore based in continental Western Europe. The study illustrates how multivariate partial least squares (MPLS) can be used to measure organizational climate. MPLS provide three interpretable factors of climate namely overall organizational climate, Staff Efficiency Versus Leaders Efficiency and Personal Empowerment Versus Management Facilitation. The important procedures of these three business outcomes are employee retention, customer satisfaction and sealed revenue.

Objective of the study

1. To know the working environment of the employees in The Gold King Exports, Tirupur.
2. To study about the satisfaction level of employees.
3. To study the benefits and rewards provided by the organization.
4. To suggest measures to improve organization climate at The Gold King Exports, Tirupur.

Need for the Study

Organizational climate serves as the guidelines for dealing with people, and has a major influence on motivation and productivity of individuals as well as total work group. It govern employee behavior by prescribing what types of behavior will be rewarded and what will be punished. Thus, an organization can influence and motivate people to behave in desired manners that suit to organizations. The organizational factors shape and improve employees’ perception towards organization and their jobs. An organizational climate that gives its members a clear vision of the organization’s mission also percent’s consistent image to its markets, customers and client over time, the image can give an organization a competition advantage by building commitment to its products and services. The organizational climate factors shape and improve employee’s perception towards organization and their jobs. An atmosphere of cooperation opens access among group members and creative individual motivation to exchange knowledge within the group members resulting in more productivity. So it is necessary that the management of corporations should strive to create a congenial

organizational climate in the organizations to improve the economic condition of the country.

Scope of the study

Organizational climate has a major influence on human performance through its impact on individual motivation and job satisfaction. It does this by creating certain kinds of expectations about what consequences will follow from different actions. Individuals in the organization have certain expectations depends upon their perception as to how the organizational climate suits to the satisfaction of their needs.

Organizational climate that energizes workers to produce their best can improve profit as much as 30 percent by increasing revenues, lowering costs and improving customer loyalty. And these positive effects of organizational climate have been proven time and time again. Higher productivity is expected from people with skills and attitudes that are associated with independence of thought and action and the ability to be productive in free and innovative climate. Performance is expected to be more predictable for employees who work in consistent climate than those who work in an inconsistent organizational climate.

The perception of the extent of organizational constraints, rules, regulations, individual responsibility feelings of autonomy of being one’s own boss; rewards, feeling related to being confident of adequate and appropriate rewards; risk and risk-taking perceptions of the degree of challenge and risk in the work situation; warmth and support feelings of general good fellowship and helpfulness prevailing in the work setting, and tolerance and conflict-degree that the climate can tolerate differing opinions.

Research Methodology

Fundamental to the success of any formal research project is a sound research design. A good research design has the characteristics of problem definition, specific methods of data collection and analysis, time required for research project and estimate of expenses to be incurred. The function of a research design is to ensure that the required data are collected accurately and economically. A research design is purely and simply the framework or plan for the analysis of data.

Research Design

Every research project conducted scientifically specifies a frame work for controlling of data. This frame work is called research design. The Research design used in the study is descriptive research design.

Collection of data and sample size

Both primary and secondary data has been obtained for this study. The primary data has been collected through the use of a structured questionnaire. Sample size is 60. Simple tabular form have been used for analyzing the collected data. Secondary data have been collected from the books, journals.

Analysis and Interpretation

Table .1:Age-wise distribution of sample

Age Group in years	Frequency	Percentage
Below 25	10	16.67
26-35	15	25

36-45	20	33.33
Above 45	15	25
Total	60	100

Table1 shows that 16.67% of the employees under study are below 25 years of age, 25% are between 26 and 35 years of age and 33.33% of the employees are between 36 and 45 years of age and 25% of the employees are above 45 years of age.

Table.2: Gender-wise distribution of sample

Gender	Frequency	Percentage
Male	40	66.67
Female	20	33.33
Total	60	100

Table 2 shows that 66.67% of employees are male and 33.33% are female.

Table.3: Educational qualification-wise distribution of the sample

Educational Qualification	Frequency	Percentage
School	30	50

Table.5: Chi-square test for association between monthly income and level of satisfaction in working hours.

H0: There is no association between the monthly income and level of satisfaction in working hours

Monthly Income	Level of satisfaction in working hours.					Total
	Highly Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Highly Dissatisfied	
Below5000	1	1	1	1	1	5
5000-8000	4	2	2	1	1	10
8000-12000	8	3	2	1	1	15
Above12000	15	6	5	2	2	30
Total	28	12	10	5	5	60

Expected frequency = Row total X Column total / Grand total

Calculation of Expected Frequency

E=R.T X C.T / 100	E
5*28/60	2.33
5*12/60	1.00
5*10/60	0.83
5*5/60	0.42
5*5/60	0.42
10*28/60	4.67
10*12/60	2.00
10*10/60	1.67
10*5/60	0.83
10*5/60	0.83
15*28/60	7.00
15*12/60	3.00
15*10/60	2.50
15*5/60	1.25
15*5/60	1.25
30*28/60	14.00
30*12/60	6.00
30*10/60	5.00
30*5/60	2.50
30*5/60	2.50

O	E	O-E	(O-E) ²	(O-E) ² /E
1	2.33	-1.33	1.78	0.76
1	1.00	0.00	0.00	0.00
1	0.83	0.17	0.03	0.03
1	0.42	0.58	0.34	0.82
1	0.42	0.58	0.34	0.82

ITI	5	8.33
Diploma	10	16.67
Degree	15	25
Total	60	100

Out of 60 respondents, 30 (50%) have completed their school, 15(25%) have completed their degree, 10(16.67%) have completed their diploma and 5(8.33%) have completed their ITI.

Table .4: Total work experience in years

Total work experience in years	Frequency	Percentage
0-10	25	41.66
11-20	10	16.67
21-30	15	25
Above 30	10	16.67
Total	60	100

From Table it is clear that 41.66% of the employees have below 0-10 years of total work experience, 16.67% have 11-20 years of work experience and 25% have 21-30 years of work experience and 16.67% have more than 30 years of total work experience.

4	4.67	-0.67	0.44	0.10
2	2.00	0.00	0.00	0.00
2	1.67	0.33	0.11	0.07
1	0.83	0.17	0.03	0.03
1	0.83	0.17	0.03	0.03
8	7.00	1.00	1.00	0.14
3	3.00	0.00	0.00	0.00
2	2.50	-0.50	0.25	0.10
1	1.25	-0.25	0.06	0.05
1	1.25	-0.25	0.06	0.05
15	14.00	1.00	1.00	0.07
6	6.00	0.00	0.00	0.00
5	5.00	0.00	0.00	0.00
2	2.50	-0.50	0.25	0.10
2	2.50	-0.50	0.25	0.10
	60			Σ=3.27

Degree Of Freedom=(r-1) x (c-1)

$$= (4-1) \times (5-1) = 3 \times 4 = 12$$

Level of significance = 3.074

The calculated chi-square value is (3.27) is higher than the table value (3.074). Hence the null hypothesis is rejected. So there is association between monthly income and Level of Satisfaction in working hours.

Findings

After collecting responses from all employees statistical analysis was performed using simple excel and SPSS.

Some of the findings are as follows:

Majority of the respondents are under the age group 36-45 years Majority of the respondents are Male and married.

Majority of the respondents have completed their schooling only.

Regarding overall satisfaction towards welfare measures, the response is good.

Most of the respondents showed their satisfaction towards safety measures provided by the company is very good

Most of the respondents are satisfied with their working hours.

Most of the respondents are satisfied with the current benefits provided by your organization.

There is significant association between monthly income and level of satisfaction of working hours.

Suggestions

1. Need to revise the Leave policy.
2. Need work related support, reward and recognition.
3. There is a need of a monitoring system which could ensure timely completion of processes.
4. More clarity regarding job description may be helpful to the employees to work efficiently.
5. Effective manpower planning should be there to ensure optimum utilization of human resources.

Conclusion

Organizational climate is a relatively enduring quality of the internal environment that is experienced by its members, influences their behavior and can be described in terms of the value of a particular set of characteristics of the organization. It may be possible to have as many climates as there are people in the organization when considered collectively, the actions of the individuals become more meaningful for viewing the total impact upon the climate and determining the stability of the work environment. The climate should be viewed from a total system perspective. While there may be differences in climates within departments these will be integrated to a certain extent to denote overall organizational climate. The organization shows great deal of transparency in decision making and shares information across levels. The management believes in having a participative approach to decision making. There is enough autonomy to perform one's job. Also the organization offers enough scope for personal and professional growth. The leadership of the origination is approachable and is sensitive to the needs of the employees. At the same time there are roles and responsibilities to be performed and each one is held accountable for work. There is a great emphasis on capacity building and skill enhancement of the employees.

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