

A STUDY ON ORGANIZATIONAL CLIMATE IN TANFAC INDUSTRIES LIMITED, SIPCOT, CUDDALORE, TAMIL NADU

S.SANGIVIKUMAR

Assistant Professor in Management Studies

*Bharathiyar College of Engineering and Technology, Karaikal – 609609,
Puducherry State, India.*

ABSTRACT

Our nation is one of the fast adopting corporate cultures in the business scenario around the globe. Since, India articulates about different linguistics, people of our nations have different culture, behavior and enormous potential of Human Resources. While concern about the corporate, they follow immense behavior and attitude towards their quality of work life. Now a day, it is very indispensable part of the organization for running the business very efficiently and profitable one. Where ever the corporate culture is there it is definitely organizational climate is also there. High organization climate reveals prompt communication among the peer group members, business functional operations, work efficiency, cordial relationship among the employees, services etc. Moreover, the organization climate concentrate behavior pattern of the people who are all working in the organization and also it varies depending up on the atmosphere and nature of the products. For this study, that survey was conducted in TANFAC Industries Limited, SIPCOT, Cuddalore, Tamil Nadu and the sample size was 150. Therefore it is concluded that respondents differ in their perception about organizational climate on the basis of age, educational qualification, and income of the employees of the industries.

Key Words: *Organizational Climate, Organizational Culture, Motivation*

1. INTRODUCTION

Organizational culture is a structure of shared traditions, ethics and beliefs that governs how people are good in organizations. The culture of an organization affords limits and guidelines that help members of the organization know the correct way to perform their jobs. It also comprise of blender of norms, values, expectations, polices, strategies, procedure, work motivation, commitment, communication etc. Organizational climate encourages excellence of work atmosphere. Climate of the organization is just like a personality of the person. As every individual has a personality that makes each person unique, each organisation has an organisation climate it clearly distinguish its personality from the other organisation. Organizational climate can be defined in a number of ways. One of the most widely accepted definitions is that of **Litwin and Stringer (1968)** who define “organizational climate as a set of measurable properties of the work environment that is directly or indirectly perceived by the people who live and work in a particular environment and is assumed to influence their motivation and behavior”. According to **Forehand and Gilmer**, “Organizational Climate consists of a set of characteristics that describe an organisation, distinguish it from other organisations are relatively enduring over time and influence the behavior of people in it.”

2. REVIEW OF THE LITERATURE

The concept of organizational climate has a long history in the organizational literature. **Forehand and Gilmer** (1964) defined organizational climate as the set of characteristics that are specific to a particular organization that may be induced from the way that organization deal with its members and its environment. For the

individual members within the organization, climate takes the form of a set of attitudes and expectancies, which describe the organization in terms of both static characteristics and behavior outcome. **Campbell et al.** (1970) present a taxonomy of four climate factors: individual autonomy, degree of structure imposed upon the position, reward orientation, and consideration, warmth, and support. (Campbell et al., 1974). **Taylor and Bowers** (1970) defined organizational climate as the perceived traits of organizational stimuli which become group property through interpersonal interaction and which modify overall behavior within the organization. **Waters, Roach, and Battis** (1974) attempted to identify climate dimensions and to relate these dimensions to indices of employee attitudes and behaviors. Twenty-two perceptually-based organizational climates from three widely used questionnaires were administered to a sample of employees. Five factors accounted for most of the variance. These factors were identified as effective organizational structure, work autonomy, close impersonal supervision, open challenging environment, and employee-centered orientation. **Gavin and Howe** (1975) argue that psychological climate becomes organizational climate only when there is significant consensus among organizational members. Howe (1976) emphasizes that perceptions of organizational characteristics are contaminated by individual and subgroup perceptions and prefers to conceptualize climates a group, rather than as an organizational, attribute. **Wilson** (1976) recognized his study, the connections between motivation and organizational climate and concluded that "different climates stimulate or arouse different kinds of motivation, generate distinctive attitudes about a person's relationships with others, and strongly influence both feelings of satisfaction and performance level". **Chattopadhyaya and Agarwal** (1979) tried to understand the concept of organizational climate by examining the various available models. They explained organizational climate as a psychological environment prevailing in the organization, which is an outcome of a number of variables in the social system, organization and also of the individual members. **Prakasam** (1986) defined organizational climate as the shared perception of the employees' who work and live together in the organization. **Reichers and Schneider** (1990) define organizational climate as the shared perception of the way things are around here. It is important to realize that from these two approaches, the first approach regards the concept of climate as an individual perception and cognitive representation of the work environment. From this perspective climate assessments should be conducted at an individual level. The second approach emphasizes the importance of shared perceptions as underpinning the notion of climate. **Schneider** (1985, 1990) defines climate as the shared perceptions of organizational members concerning practices, behaviors, and procedures that are rewarded and supported in the workplace. A majority of studies drawing on this concept have used a generalized approach rather than relating the notion of climate to a particular set of organizational activities or issues. **Ekvall** et al. 2000, Organisational climate can be enhanced at three levels – individual, team and organization. There appears to be a considerable body of work written on individual creativity, a lesser amount on organizational creativity and an even lesser amount on team based creativity. As in the case of personality and attitude literatures, say Schneider, **Bowen, Ehrhart & Holcombe** (2000), unless the predictor variable is conceptually and operationally linked to the criterion variable, the probability of a relationship between them is low. **Prasad, L. M.**, (2000) revealed that organizational climate serves as the guideline for dealing with people and has a major influence on motivation and productivity of individuals as well as total work group. Further he explained that factors in organizational climate are organizational structure, individual responsibility, rewards, risk and risk taking, warmth and support, tolerance and conflict. Above review on the concept of organizational climate would give numerous definitions. While, majority of the concepts indicated that various element dimensions of the organizational climate viz., organizational situation, members cognitions, attitudes, feelings, behaviors, facilities, co-workers, leadership, organizational procedures, policies, practices, programme planning, communication, decision making, supervision and guidance, programme implementation, organizational structure and personnel management etc. **Cooper** (2003) describes organizational climate as "people's perception of their working environment with regard to caring and friendliness." In other words, the interaction of workers and management should create a healthy organizational environment. It means that organizational climate is subject to the perceptions of staff and students. **Kardeli** (2015) concludes that among dimensions of silence climate, top management's attitude toward silence, supervisors' attitude toward silence, communication opportunities, and employees' job views have significant relationships with employees' silence behavior; in that sense, top management and supervisors' attitudes have strong positive correlations with employees' silence behavior, while communication opportunities and employees' job views have strong negative correlations with silence behavior. The results of the study by **Silavi** (2015) titled "the relationship between organizational climate and organizational silence" indicate that there is a positive relationship between organizational climate and organizational silence and all of its dimensions. In a study titled "the impact of insurance employees' attitudes on formation of organizational silence climate and organizational silence behavior". **Dr. Swarnalatha** (2017) in her study, the level of organizational climate is high for the organization and the study shows that there is significant relationship between organizational climate and job satisfaction.

OBJECTIVES OF THE STUDY

1. To study employees opinion on organizational climate with respect their age.
2. To study about employees perception about organizational climate on the basis of their educational qualification.
3. To study about employees perception about organizational climate on the basis of income.

3. RESEARCH METHODOLOGY

3.1. Research Design:

Research design is purely and simply the framework or plan for a study that guides the collection and analysis of the data. The research design indicates that the methods of research i.e. the method of gathering information and the method of sampling.

3.2. Hypothesis:

1. Respondents differ in their perception about work organizational climate on the basis of age.
2. Respondents differ in their perception about organizational climate on the basis of their educational qualification.
3. Respondents differ in their perception about organizational climate on the basis of income

3.3. Data Collection: Primary data collection method.

3.4. Research Instrument: The data were collected by using questionnaire as an instrument.

3.5. Sampling Unit: The survey was conducted from TANFAC Industries Limited, SIPCOT, Cuddalore, Tamil Nadu. But for this study 150 were selected.

3.6. Sampling Method: For this study the samples were drawn using Random Sample method.

3.7. Analysis of the data: By using the statistical tools, the data have been analyzed and interpretations have been drawn based on the analysis. The findings and suggestions are also observed.

3.8. Statistical tools applied: t-test and one way ANOVA Method.

4. ANALYSIS AND INTERPRETATIONS

Table – 1 shows mean, median, S.D and F-ratio for the respondent's opinion on organizational climate with respect to age.

Age Group	Number of respondents	Mean	SD	F-value	P-value
25-30	30	32.20	3.11	16.22	0.001 (Significant)
31-35	48	29.25	5.27		
36-40	49	27.65	4.32		
Above 41	23	35.48	6.33		
Total	150	30.27	5.49		

Ha: Respondents differ in their perception about organizational climate on the basis of age.

It is evident from the obtained F-ratio (16.22) $P < 0.001$, which is significant. So, it is stated null hypothesis is rejected and alternate hypothesis is accepted. Therefore it is concluded that respondents differ in their perception about organizational climate on the basis of age. The age group of 41 and above has better perception towards organizational climate.

Table – 2 shows mean, S.D and F-ratio for the respondent's opinion on organizational climate with respect to their educational qualification.

Educational qualification	Number of respondents	Mean	SD	F-value	P-value
Diploma	73	27.27	3.69	30.46	0.01 (Significant)
Degree	41	32.49	6.65		
Professional	36	33.83	3.46		
Total	150	30.27	5.49		

Ha: Respondents differ in their perception about organizational climate on the basis of their educational qualification.

It is evident from the obtained F-ratio (30.46) $P < 0.001$, which is significant. So, the stated null hypothesis is rejected and alternate hypothesis is accepted. Therefore it is concluded that respondents differ in their perception about organizational climate on the basis of educational qualification. The professional degree holders have better perception towards organizational climate.

Table – 3 shows mean S.D and F-ratio for the respondent's opinion on organizational climate with respect to their income.

Income	Number of respondents	Mean	SD	F-value	P-value
Below 10000	70	27.80	4.00	16.11	0.01 Significant
10001-15000	54	31.11	5.05		
15001-20000	10	36.30	5.31		
20001 & above	16	34.50	6.63		
Total	150	30.27	5.49		

Ho: Respondents differ in their perception about organizational climate on the basis of income.

It is evident from the obtained F-ratio (16.11) $P < 0.001$, which is significant. So, the stated null hypothesis is rejected and alternate hypothesis is accepted. Therefore it is concluded that respondents differ in their perception about organizational climate on the basis of income. So the respondents who have income of Rs.15001-20000 and 20001 & above have better perception towards organizational climate.

5. FINDINGS AND SUGGESTIONS

- a. Respondents differ in their perception about organizational climate on the basis of age. The age group of 41 and above has better perception towards organizational climate.
- b. Respondents differ in their perception about organizational climate on the basis of educational qualification. The professional degree holders have better perception towards organizational climate.
- c. Respondents differ in their perception about organizational climate on the basis of income. So the respondents who have income of Rs.15001-20000 and 20001 & above have better perception towards organizational climate.
- d. The majority of the respondents of age group 31 to 35 differ in their perception about work motivation on the basis of age.
- e. Respondents do not differ in their perception about organizational climate on the basis of order of birth.
- f. The majority of the respondents of group of income of Rs.10001- 15,000 have better perception towards work motivation.
- g. The industries should give to achieve a healthy superior subordinate relationship.
- h. The employees should be encouraged and directed in the right direction, even at times of their ineffective performance such that they can correct their mistakes.
- i. It should be given a friendly work atmosphere among all levels of employees thereby to achieve organizational goals effectively.
- j. To establish an informal council of members from each department, from different fields to discuss on various problems and provide solutions to it.
- k. The employees should feel free in getting access with the superior. The open door policy can be tried.

CONCLUSION

In a nutshell, the present study aims to find out the study on organizational climate in TANFAC Industries Limited, SIPCOT, Cuddalore, Tamil Nadu. The objectives and hypotheses were framed on the basis of the above context and the sample was 150 based on randomly. A questionnaire was used to collect the relevant data. After collecting the data they were analyzed using statistical tools such as t-test and ANOVA. Organization climate and work motivations were playing very fundamental role for the organization. Throughout the studies employees educational qualification and also their salary were played vital role in connection with organizational climate, the results illustrates that employees significantly differ in their organizational climate and work motivation in TANFAC Industries Limited. Therefore it is concluded that respondents differ in their perception about organizational climate on the basis of age, educational qualification, and income of the employees of the industries.

REFERENCES

1. Brown and Dovel,(1988) Teaching and teacher Education” (An International Journal of Research and Studies), Pergamon, Vol. 17, No.4, May
2. Campbell, J. P., Dunnette, M. D., Lawler, E. E., III, & Weick, K. E., Jr. Managerial behavior, performance, and effectiveness. New York: McGraw-Hill, 1970.
3. Chattopadhyaya, S. and Agarwal, K. J., 1979, Change of organizations: An inventory to measure organizational climate. Ind. J. Ext. Edu. 16: 13-23.
4. Ely, CM (1986) Language Learning Motivation. A Descriptive and Causal Analysis. The Modern Language Journal, 70, 28-35.
5. Ekvall, G., Isaksen, S.G., Lauer, K.L. & Britz, A. (2000) Perceptions of the best and worst climates for creativity. *Creativity Research Journal*. Vol. 13 No. 2. pp.171-184
6. Forehand, G. A. and Gilmer, B. V. N., 1964, “Environmental variation in Studies of Organizational Behaviour’ Psychological Bulletin, 62: 361-382.
7. Gavin, J.F., & Howe, J.G., Psychological climate: Some theoretical and empirical considerations. Behavioral Science, 1975, 20, 228-240.
8. Kardly, M. (2015). *Analysis of job attitudes of employees on account of organizational climate of silence and silence organizational behavior*. First International Conference on Management and Accounting with a view to value creation.
9. Prakasam, R., 1986, Organizational climate: Development of a questionnaire to measure. Psy. Stu. 31 (1): p.51-55.
10. Prasad, L. M., 2000, Organisational Behaviour, Sultan Chand and Sons, New Delhi, pp. 328- 332.
11. Reichers, A.E. and B. Schneider. 1990. Climate and Culture: An Evolution of Constructs. Jossey-Bass, San Fransisco. 67 pp.
12. Silavi, M., & Gholami, A. (2015). Examine the Relationship between Organizational Climate and Organizational Silence. *Advances in Environmental Biology*, 9(2), 1229-1233.
13. Taylor, J., and Bowers, D., 1970, the Survey of Organisation. Institutes for Social Research, Harper and Row Publishers, New York.
14. Stephon P. Robbins, “ Organizational Behaviour”, Prentice-Hall of India Ltd., New Delhi, 1985.
15. Waters, L. K., Roach, D., & Batlis, N. Organizational climate dimensions and job-related attitudes. *Personnel Psychology*, 1974, 27, 465-476.
16. Wilson, Marlene. 1976. The effective management of volunteer programs. Boulder, Colo.: Volunteer Management 51-68
17. Zohar, D. & Luria, G. (2005). A multilevel model of safety climate: Cross-level relationships between organization and group-level climates, *Journal of Applied Psychology*, 90, 616-628.