

# AN ANALYSIS ON ORGANIZATIONAL CLIMATE IN MARUTHI KNITTERS, TIRUPUR.

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## Abstract:

Organizational Climate determines the employees' perceptions likewise as views of an organization. It is a collection of distinctive characteristics and features that are perceived by the workers concerning their organizations that is serious force in influencing their behaviour. The primary objective of this study was to investigate the organizational climate in Maruthi knitters in Tirupur. Organizational climate features a vital effect on employee performance. This research identifies the foremost influenced factors of the organizational climate based on the parameters like organizational structure, management support, organizational goals, communication, conflicts, rewards and recognition, individual responsibility, employer employee relationship and work environment. The sample size determined for this study is 214. The Simple random sampling was utilized in this study. The primary data was collected through questionnaire and analyzed with the help of statistical tool namely Uni-variate Percentage analysis, Weighted Average and Chi – square analysis. The findings of the study and recommendation are mentioned. It is concluded that majority of employees have the positive angle towards the prevailing organizational climate.

**Keywords:** *Organizational climate, Employee Performance, Recognition, Employees Satisfaction.*

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## Introduction:

Organization climate is consist of mixture of values, norms, expectations, policies and procedures that influence the factors of work motivation, commitment and ultimately, individual and work- unit performance. Campbell, defines organizational climate is defined as outlined as a group of attributes specific to a selected organization that will be evoked from the means that organization deals with its members and its atmosphere. Positive climate encourages, whereas negative climate inhibits discretionary effort. Organization climate refers to the standard of working environment. If employees feel that they're valued and revered at intervals the organization, they're a lot of seemingly to contribute completely to the accomplishment of business outcomes. Making a healthy organizational climate needs attention to the factors, that influence employee's perceptions, together with the standard of leadership, the way within which decisions are created and whether or not the efforts of employees are recognized. Organizational climate defines the perceptions employees have concerning the environment of an organization. Climate is also thought as the perception of the characteristics of an organization. Climate for an organization is just like the temperament for an individual. As each individual features a temperament that produces everybody distinctive, every organization has a organizational climate that clearly distinguishes its nature from other organizations. Organizational climate is one amongst the foremost vital idea and additionally proven helpful in predicting and explaining a range of job-related behaviour, attitudes and organizational performance.

## Purpose of Research:

Organizational climate affects each activity in directly or indirectly. It helps to spot the foremost influenced factors that leads to effect the employees' behaviour, employees' satisfaction, work atmosphere, employee's performance and the interpersonal relationship with the superiors training. So examine the factors that influencing the employees' behavior and work atmosphere within the organization and additionally inspire folks to behave in desired manners that suit to organizations. The organizational Climate factors form and improve employees' perception towards organization and their jobs. The expansion of an organization is directly

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associated with the climate. One among the key factors that may influence on employees' perception is structure climate. Organizational climate helps to line the standard of the organization.

### Review of Literature:

**Tamunomiebi & Miebaka Dagogo (2019)**, in their analysis “**Organizational Climate and Employee Commitment of Telecommunication Companies in Port Harcourt, Nigeria**”, analysed the relationship between organizational climate and employee commitment in telecommunications firms in Port Harcourt. The study adopted a cross-sectional analysis survey layout in its investigation of the variables. Empirical findings unconcealed that there's a positive and significant relationship between organizational climate and employee commitment in telecommunications firms in Port Harcourt. Finally concluded that organizational climate significantly influences employee commitment in telecommunications companies in Port Harcourt. The study counselled that management at work place should respect workers and treat them fairly by appreciating their input to make sure they feel valued by the organizations that they serve.

**B. Nagaraju & Pooja. J (2017)**, entitled their research as “**A Perceptual Analysis Of Banking Employees On Organizational Climate - A Comparative Study among Public and Private Sector Banks**”, makes an attempt to examined the organizational climate in banking Industries through the organizational climate dimensions that measures a lot of pervasive. It has been by trial and error evidenced in several Indian and Western organizations that employee-centered climate and action orientating climate ultimately improve performance. The study was conducted to match the organizational climate as perceived by employees working in public and private sector banks. Findings of the study indicated that organizational climate is considerably different in public and private sector banks. The study unconcealed that, the centralized authority within the organizational climate motivates employees and makes them feel a part of the organization. Employees gain adequate training related to their job and to fulfil skilled standards, Training and development enhances the potency and effectiveness of the work being performed by employees is considerably higher just in case of private sector bank employees.

**Sanad A. Alajmi (2016)**, entitled their research as “**Organizational Climate And Its Relationship To Job Satisfaction In Kuwaiti Industrial Companies**”, Organizational climate as a predictor of job satisfaction of employees from Kuwaiti industrial companies. Nine dimensions were used to assess organizational climate. The results indicated that the organizational climate is good and suitable in situations where all its dimensions were above average. The organizational structure was top ranked, while the performance evaluation had the last ranking. The study showed that job satisfaction has a good and appropriate level too. These firms conjointly ought to their workers consistent with objective criteria supported ability and benefits.

**C.Jegajothi (2015)**, “**A Study on Organizational Climate and Employee Performance**”, investigates the relationship between organizational climate and employee performance. The study identified that there is a positive relationship between organizational climate and employee performance. The study also to find out the organizational climate to motivate and increase the organizational effectiveness. The working environment and employee performance variables motivate the workers performance through workplace behaviour, worker productivity, work commitment, job level, job status, promotion, employee training and employee rewards. These factors help employees feel more comfortable with the organization.

**Zijada Rahimic (2013)**, entitled their research as “**Influence of Organizational Climate on Job Satisfaction in Bosnia and Herzegovina Companies**” analysed the importance and impact intensity of various dimensions of organizational climate in terms of satisfaction, and therefore employee motivation and performance in firms across Bosnia and Herzegovina. A selected challenge in this paper was to analyse whether or not there is a differences in the importance of certain dimensions of organizational culture for job satisfaction of male and/or female members, further as variations in relevance the position within the organizational hierarchy. This paper examines the hypothesis that workers on the highest of the organizational hierarchy have a lot of positive opinion concerning the organization. Organizations that take steps to observe and control the organizational climate directly or indirectly exert influence on the potency and productivity, further because the capability for innovation and job satisfaction.

### Objectives of the study

- To examine the demographic details of employees within the organization.
- To understand the various factors influencing organizational climate in Maruthi Knitters, Tirupur.
- To identify the level of employees' opinion about organizational climate.
- To evaluate the level of satisfaction towards organizational climate in Maruthi Knitters.

- To Suggest the measures to improve organizational climate at Maruthi Knitters.

### **Scope of the research:**

This research is useful to analyze about the current status of organizational climate based on these factors organizational structure, management support, communication, employer employee relationship, work environment, and benefits provided by the organization towards their employees and they can take measures to retain the employee by increasing their satisfaction level of employee. A happy and a healthy organizational climate will give better turnover and positively contribute to the organizational goal. This study also deliberates to know about the overall satisfaction level of the employees towards the organizational climate in Maruthi Knitters.

### **Research Methodology:**

#### **Meaning:**

Research methodology is a process used to collect information and data for the purpose of creating business decision. The methodology could embody publication research, interviews, surveys, and different research techniques, and will contain both present and historical data.

#### **Research Design:**

A research design is a framework or blueprint for conducting a research project. The research design used for this study is of the descriptive kind. Descriptive research studies are concerned with describing the characteristics of a sample population under observation.

#### **Descriptive Research:**

Descriptive research includes surveys and fact finding enquires of various kind. The most important purpose of descriptive research is descriptive of the state of affairs as it's exists at the present. The main characteristics of this technique is that the researcher has no control over the variables will solely report what is going on or what's happening. Descriptive research is pre-planning and structured. It's usually supported giant proportional sample.

#### **Sampling Design:**

A sampling design may be a definite set up for getting a sample from a given population.

It refers to the techniques or the procedure the researcher would adopt in choosing item for the sample.

#### **Sampling Method:**

**Probability Sampling Method :-** Probability sampling methods refers to the method of sample selection from a finite population which provides each attainable sample combination on equal chance for being picked up and each item within the entire population have an equal likelihood of being enclosed within the sample.

#### **Sampling Technique:**

**Simple Random Sampling :** A simple random sample is a subset of a statistical population within which each member of the subset has a equal chance of being chosen. During this technique of selection of sample in such the way that no restrictions on choosing sample. In order that each and every unit of the population has an equal chance probability of being enclosed within the sample.

#### **Sample Unit:**

The research considers the sample unit as the employees those who permanently working in Maruthi Knitters in Tirupur.

#### **Sample size:**

Sample size selected for the study is 214 employees of Maruthi Knitters in Tirupur.

#### **Sources of Data:**

❖ **Primary Data:**

The primary data are those which are collected afresh and for the first time, and thus happen to be original in character.

❖ **Secondary Data:**

The secondary data are those that have already been collected by someone else and that have already been passed through the statistical process.

**Data Collection Techniques:**

During this study structured questionnaire are used for data collection. The questionnaire has been constructed in sight of objectives of the study.

**Statistical Tool for Analysis:**

The following tools used for analysis:

- Uni-Variate Percentage Analysis
- Weighted Average Analysis
- Chi square Analysis

**Data Analysis and Discussion:****Table 1.1: Demographic Profile of Employees**

Particulars		No. of Respondents	Percentage (%)
<b>Gender</b>	Male	121	56.5
	Female	93	43.5
<b>Marital Status</b>	Married	163	76.2
	Unmarried	37	17.3
	Widow	14	6.5
<b>Age Group</b>	18-25 years	15	7
	26-35 years	42	19.6
	36-45 years	75	35
	45-55 years	59	27.6
	Above 55 years	23	10.7
<b>Education Qualification</b>	SSLC	47	22
	HSC	52	24.3
	Diploma	29	13.6
	Under graduate	35	16.4
	Others	51	23.8
<b>Work Experience</b>	Less than 1 year	10	4.7
	1 – 3 years	47	22
	3 – 5 years	65	30.4
	5 – 8 years	55	25.7
	Above 8 years	37	17.3
<b>Monthly Income (Rs.)</b>	Below 10000	63	31.8
	10001 - 15000	83	38.8
	15001 - 25000	49	22.9
	25001- 30000	12	5.6
	Above 30000	2	0.9
<b>Department</b>	Production	142	66.4
	Quality control	22	10.3

	Finance	3	1.4
	HR	12	5.6
	Others	35	16.4

**Source: Primary Data**

## Demographic Profile of Employees

- (56.5%) of the respondents are male and (43.5%) of the respondents are female.
- (76.2%) of the respondents are married, (17.3%) unmarried and (6.5%) are widow.
- (35.0%) of the respondents are between the age group 36 – 45 years.
- (24.3%) of the respondents are comes under HSC.
- (30.4%) of the respondents are having 3 to 5 years of experience.
- (38.8%) of the respondents are earning Rs. 10,001 – Rs. 15,000 monthly income.
- (66.4%) of the respondents are comes under production department.

**Table 1.2: Uni – variate Percentage Analysis**

Particulars		No. of Respondents	Percentage (%)
<b>Work Environment</b>	Excellent	50	23.4
	Very Good	81	37.9
	Good	64	29.9
	Average	15	7.0
	Poor	4	1.9
<b>Roles &amp; Responsibilities</b>	Strongly Agree	84	39.3
	Agree	69	32.2
	Neutral	49	22.9
	Disagree	9	4.2
	Strongly disagree	3	1.4
<b>Appreciate Performance</b>	Supervisor	97	45.3
	Manager	46	21.5
	Higher authority	29	13.6
	Co-workers	42	19.6
<b>Quality of work life</b>	Excellent	23	10.7
	Very Good	47	22.0
	Good	78	36.4
	Moderate	61	28.5
	Poor	5	2.3
<b>Motivational level</b>	Very High	27	12.6
	High	37	17.3
	Medium	89	41.6
	Low	52	24.3
	Very Low	9	4.2
<b>Overall satisfaction</b>	Highly Satisfied	53	24.8
	Satisfied	64	29.9
	Neutral	81	37.9
	Dissatisfied	11	5.1
	Highly Dissatisfied	5	2.3

Source: Primary Data



**Inference:**

- 37.9% of respondents perception is very good towards working environment.
- 39.3% of respondents are strongly agree with the roles and responsibilities provided by the organization.
- 45.3% of the respondents' performance are appreciated by the supervisor.
- 36.4% of the respondents perception is good towards quality of work life .
- 41.6% of respondents are medium level of motivation towards their work.
- 37.9% of respondents are neutrally satisfied with the overall satisfaction level of organization climate.

**Table 1.3: Weighted Average Analysis****Table 1.3.1 Respondents opinion towards the factors influencing organizational climate**

Factors	HS	S	NS	DS	HDS	Total	Avg	Rank
Organizational goals	(41*5) 205	(56*4) 224	(82*3) 246	(31*2) 62	(4*1) 4	741	3.462	XI
Organizational Structure	(42*5) 210	(64*4) 256	(74*3) 222	(26*2) 52	(8*1) 8	748	3.495	VII
Management Support	(47*5) 235	(79*4) 316	(57*3) 171	(23*2) 46	(8*1) 8	776	3.626	IV
Individual responsibilities	(63*5) 315	(79*4) 316	(47*3) 141	(19*2) 38	(6*1) 6	816	3.813	II
Communication	(77*5) 385	(62*4) 248	(53*3) 159	(16*2) 32	(6*1) 6	830	3.878	I
Rewards	(22*5) 110	(56*4) 224	(77*3) 231	(37*2) 74	(22*1) 22	661	3.088	X
Risk taking	(38*5) 190	(72*4) 288	(67*3) 201	(26*2) 52	(11*1) 11	742	3.467	VIII
Organizational Policy	(52*5) 260	(80*4) 320	(61*3) 183	(14*2) 28	(7*1) 7	798	3.728	III
Conflict	(43*5) 215	(66*4) 264	(75*3) 225	(23*2) 46	(7*1) 7	756	3.532	VI
Physical Environment	(42*5) 210	(66*4) 264	(82*3) 246	(19*2) 38	(5*1) 5	763	3.565	V

Source: Primary Data

**Inference:****Weightage:**

5 – Highly satisfied                      4 - Satisfied                      3 – Neutrally satisfied  
2 - Dissatisfied                      1 – Highly Dissatisfied

**Formula:**

$$\text{Weighted average} = \frac{\sum_{i=0}^n \text{value} * \text{weightage}}{\text{total no. of respondents}}$$

$$\text{Weighted average mean} = \frac{\text{weighted average value}}{\text{total no. of respondents}}$$

From the table 1.3.1 shows that weighted average score value of the respondents opinion towards the factors influencing organizational climate, Communication got I rank (3.878), Individual responsibilities have II rank (3.813), Organizational Policy have III rank (3.728), Management Support have IV rank (3.626), Physical Environment have V rank (3.565), Conflict have VI rank (3.532), Organizational Structure have VII rank (3.495), Risk taking have VIII rank (3.467), Organizational goals have IX rank (3.462), Rewards have X rank (2.696).

**Table 1.3.2 Respondents opinion about stress factors**

Factors	HS	S	NS	DS	HDS	Total	Avg	Rank
Work Timing	(41*5) 205	(98*4) 392	(59*3) 177	(11*2) 22	(5*1) 5	800	3.738	I
Work Load	(49*5) 245	(77*4) 308	(66*3) 198	(17*2) 34	(5*1) 5	790	3.691	II
Rest Timing	(40*5) 200	(63*4) 252	(86*3) 258	(17*2) 34	(8*1) 8	752	3.514	III

Sources: Primary Data

**Inference:**

From the table 1.3.2 shows that weighted average score value of the respondents opinion about stress factors, Work timing have I rank (3.738), Work load have II rank (3.691) and rest timing have III rank (3.514).

**Table 1.3.3 Respondents opinion towards Interpersonal relationship with Co-workers**

Factors	HS	S	NS	DS	HDS	Total	Avg	Rank
Information sharing	(44*5) 220	(88*4) 352	(58*3) 174	(16*2) 32	(8*1) 8	786	3.672	II
Work sharing	(40*5) 200	(85*4) 340	(69*3) 207	(14*2) 28	(6*1) 6	781	3.649	III
Helping others	(46*5) 230	(89*4) 356	(57*3) 171	(14*2) 28	(8*1) 6	791	3.696	I

Sources: Primary Data

**Inference:**

From the above table shows that weighted average score value of the respondents opinion towards Interpersonal relationship with Co-workers based on the factors, Helping others have I rank (3.696), Information sharing have II rank (3.672), work sharing have III rank (3.649).

**Table 1.3.4 Respondents opinion towards Interpersonal relationship with Superiors**

Factors	HS	S	NS	DS	HDS	Total	Avg	Rank
Training & Guidance	(35*5) 175	(64*4) 256	(87*3) 261	(18*2) 36	(10*1) 10	738	3.448	III
Recognition	(89*5) 445	(65*4) 260	(42*3) 126	(13*2) 26	(5*1) 5	862	4.028	I
Relationship	(63*5) 315	(85*4) 340	(48*3) 144	(12*2) 24	(6*1) 6	828	3.869	II

Sources: Primary Data

**Inference:**

From the above table shows that weighted average score value of the respondents opinion towards Interpersonal relationship with Superiors based on the factors, Recognition have I rank (4.028), Relationship have II rank (3.869) and training & guidance have III rank (3.448).

**Table 3.2.5 Respondents opinion towards Monetary Benefits**

Factors	HS	S	NS	DS	HDS	Total	Avg	Rank
Salary	(39*5) 195	(66*4) 264	(82*3) 246	(19*2) 38	(8*1) 8	751	3.509	I
Bonus	(40*5) 200	(63*4) 252	(78*3) 234	(24*2) 48	(9*1) 9	743	3.471	II
Pay raises	(20*5) 100	(46*4) 184	(75*3) 225	(53*2) 106	(20*1) 20	635	2.967	IV
Incentives	(28*5) 140	(59*4) 236	(89*3) 267	(27*2) 54	(11*1) 11	708	3.308	III

Sources: Primary Data

**Inference:**

From the above table shows that weighted average score value of the respondents opinion towards Monetary benefits based on the factors, Salary have I rank (3.509), Bonus have II rank (3.471), Incentives have III rank (3.308), Pay raises have IV rank (2.967).

**Table 1.3.6 Respondents opinion towards Non-Monetary Benefits**

Factors	HS	S	NS	DS	HDS	Total	Avg	Rank
Appreciation	(56*5) 280	(85*4) 340	(52*3) 156	(14*2) 28	(7*1) 7	811	3.789	II
Promotion	(40*5) 200	(63*4) 252	(76*3) 228	(24*2) 48	(11*1) 11	739	3.453	III
Health Benefits	(85*5) 425	(68*4) 272	(40*3) 120	(15*2) 30	(6*1) 6	853	3.985	I

Sources: Primary Data

**Inference:**

From the above table shows that weighted average score value of the respondents opinion towards Non-Monetary benefits based on the factors, Health benefits have first rank (3.985), Appreciation have second rank (3.789) and promotion have third rank (3.453).

**Table 1.4: Chi- Square Analysis****Table 1.4.1 Showing that Association between Monthly income and Management support**

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship between Monthly income and Management support.

**Alternative Hypothesis (H<sub>1</sub>):** There is significant relationship between Monthly income and Management support.

Monthly Income	Management Support					Total
	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied	
Below Rs.10000	3	8	17	30	10	68
Rs.10001- Rs.15000	1	12	20	29	21	83
Rs.15001- Rs.25000	4	3	20	11	11	49
Rs.25001- Rs.30000	0	0	0	8	4	12
Above 30000	0	0	0	1	1	2
<b>Total</b>	8	23	57	79	47	214

Source: Primary Data

**Chi-square Tests**

Particulars	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.174 <sup>a</sup>	16	.052
Likelihood Ratio	31.086	16	.013
Linear-by-Linear Association	1.984	1	.159
N of Valid Cases	214		

a. 13 cells (52.0%) have expected count less than 5. The minimum expected count is .07.

**Inference:**



The above table shows that the critical value is greater than significant value i.e. ( $0.052 > 0.05$ ). So the null hypothesis is accepted and the alternative hypothesis is rejected. Hence, there is no significant relationship between Monthly income and Management support in organization.

**Table 1.4.2 Showing that Association between Age and Training & Guidance**

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship between Age and Training & Guidance

**Alternative Hypothesis (H<sub>2</sub>):** There is significant relationship between Age and Training & Guidance

Age	Training & Guidance					Total
	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied	
18-25 years	0	0	7	7	1	15
26-35 years	1	1	23	13	4	42
36-45 years	6	6	29	21	13	75
45-55 years	2	6	17	17	17	59
Above 55 years	1	5	11	6	0	23
<b>Total</b>	10	18	87	64	35	214

Source: Primary Data

#### Chi-square Tests

Particulars	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.033 <sup>a</sup>	16	.024
Likelihood Ratio	33.014	16	.007
Linear-by-Linear Association	.547	1	.460
N of Valid Cases	214		

a. 12 cells (48.0%) have expected count less than 5. The minimum expected count is .70.

#### Inference:

The above table shows that the critical value is less than significant value i.e. ( $0.024 < 0.05$ ). So the null hypothesis is rejected and the alternative hypothesis is accepted. Hence, there is a significant relationship between Age and Training & Guidance.

**Table 1.4.3 Showing that Association between Work Experience and Overall satisfaction in an organization.**

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship between work experience and overall satisfaction in an organization.

**Alternative Hypothesis (H<sub>3</sub>):** There is significant relationship between work experience and overall satisfaction in an organization.

Work Experience	Overall Satisfaction					Total
	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied	
Less than 1 year	0	0	7	2	1	10
1-3 years	1	3	12	19	12	47
3-5 years	0	4	26	17	18	65
5-8 years	4	3	22	16	10	55
Above 8 years	0	1	14	10	12	37

<b>Total</b>	5	11	81	59	39	214
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Source: Primary Data

#### Chi-square Tests

Particulars	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.791 <sup>a</sup>	16	.230
Likelihood Ratio	20.761	16	.188
Linear-by-Linear Association	.013	1	.909
N of Valid Cases	214		

a. 13 cells (52.0%) have expected count less than 5. The minimum expected count is .23.

#### Inference:

The above table shows that the critical value is greater than significant value i.e. (0.230 > 0.05). So the null hypothesis is accepted and the alternative hypothesis is rejected. Hence, there is no significant relationship between work experience and overall satisfaction in an organization.

#### Major Recommendations:

- An Organizational goal is the target of the company to achieve in a particular period. So the organization may arrange awareness programs about the organizational goal in periodically.
- Majority of the respondents are said work environment provided by the organization is good and the organization can take steps to maintain it.
- The concerned employees to be provided with suitable safety gadgets to minimize health related issues.
- Most of the respondents are neutrally satisfied with their Monetary benefits like salary, bonus, incentives. The Organization need to take measures to satisfied their employees.
- Most of the respondents are said medium level of motivational towards their work. The organization need to motivate their employees which makes employee to work more.
- Some of the respondents are feels providing training and guidance by the organization are not sufficient. So the organization can make a schedule for conducting the training activities.
- Most of the respondents are neutrally satisfied in their jobs so the organization need to take an appropriate measures to increase satisfaction level to retain employees in an organization.

#### Conclusion:

Organizational Climate is the atmosphere of the organization, a relatively enduring quality of the internal environment of an organization, which is influenced by its employees and their behaviours. After conducting a survey identified some facts based on collected data. The organization has lack of certain factors such as training and guidance, employees motivation level towards their work and providing monetary benefits and rewards. Most of the employees are neutrally satisfied in the organization. So the organization must concentrate the satisfaction level of employees because it will helps to increases the productivity of an organization and it helps to retain its employees to achieve an organizational goals.

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