

A Study on Organisational Climate in the Manufacturing Units in Coimbatore

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Abstract - The study of the organisational climate is essential to obtain a vision on dimensions of the organisation such as cooperation, communication, employee satisfaction, creativity, employee morale, etc. All these factors have high impact on the effectiveness of the organization. There is direct and indirect association between the employees' perception about the climate and their involvement and commitment to the organisation. So the perception of the employees about the organisation climate has influence on the organisation's productive and goal achievement. In this research paper, I aim to analyse the factors such as Organisational structure, Safety measures, Welfare measures, Relationship with management and peers, Work environment, Job satisfaction, Individual responsibilities, Communication, Warmth, Support, Holidays, Bonus and Pay. I focused to determine the factors that have impact on the organisation climate and employees the level of satisfaction regarding the factors contributing to organisation climate.

Keywords - Organisation Climate, Employee Perception, Organisation Productivity

I. INTRODUCTION

Research on organizational climate can be traced back to the 1930s. With the human relations movement pioneered by Hawthorne, researchers turned their attention from the "hard" physical environment to the "soft" psychological environment; thus the concept of organizational climate was born. [1]

Organizational climate, on the other hand, is often defined as the recurring patterns of behavior, attitudes and feelings that characterize life in the organization,^[2] while an organization culture tends to be deep and stable. Although culture and climate are related, climate often proves easier to assess and change. At an individual level of analysis the concept is called individual psychological climate. These individual perceptions are often aggregated or collected for analysis and understanding at the team or group level, or the divisional, functional, or overall organizational level.[2]

Organizational climate refers to member perceptions of organizational features like decisionmaking, leadership, and norms about work. Organizational culture refers more broadly to the norms, values, beliefs, and assumptions shared by members of an organization or a distinctive subculture within an organization. In the past two decades, many studies of organizational culture have used standardized questionnaires and cultural inventories, which rely on members' perceptions and reports of cultural features. Some of these standardized culture inventories are quite close to the instruments originally developed for climate studies. Moreover, researchers have sometimes used the terms "culture" and "climate" interchangeably.[3]

Organizational climate is a topic of increasing interest in the management literature. The concept organization climate is a

generalized perception which people employ in thinking about and describing the organizations in which they work. Climate is an "umbrella term" in that it is a way of summarizing numerous specific or detailed perceptions in a small number of general dimensions.[4]

Although there is continuing controversy surrounding definitions of organizational climate, and especially its differentiation from organizational culture, the most widely adopted definition is that of Benjamin Schneider (1975), who defined organizational climate as a mutually agreed internal (or molar) environmental description of an organization's practices and procedures. Within this definition, it should be noted that the focus is on organizational members' agreed perceptions of their organizational environment. This is what distinguishes climate from culture, where the focus is on judgments and values, rather than perceived practices and procedures.[5]

Factors that influence the Organisational Climate are Organisational Context, Organisation Structure, Relationship between superior and subordinates, Physical environment and Values and Norms

Techniques for Improving Organisational Climate:

The following techniques may be helpful in improving the organisational climate: (i) Open Communication: There should be two-way communication in the organisation so that the employees know what is going on and react to it. The management can modify its decisions on the basis of employees' reactions. (ii) Concern for People: The management should show concern for the workers. It should

work for their welfare and improvement of working conditions. It should also be interested in human resource development. (iii) Participative Decision-making: The employees should be involved in goal setting and taking decisions influencing their lot. They will feel committed to the organisation and show cooperative attitude. (iv) Change in Policies: The management can influence organisation climate by changing policies, procedures and rules. This may take time, but the change is long lasting if the workers see the change in policies procedures and rules as favorable to them. (v) Technological Changes: It is often said that workers resist changes. But where technological changes will improve the working conditions of the employees, the change is easily accepted. There will be a better climate if the management adopts improved methods of work in consultation with the employees.[6]

II. OBJECTIVE & SCOPE

A. Objective:

- Study the overall organisation climate of engineering manufacturing units in Coimbatore
- Study the factors influencing the organisation climate of engineering manufacturing units in Coimbatore
- Study the significance of the factors influencing the organisation climate of engineering manufacturing units in Coimbatore
- Study the level of satisfaction of the factors influencing the organisation climate of engineering manufacturing units in Coimbatore
- Rank the factors influencing the organisation climate of engineering manufacturing units in Coimbatore
- Study the relationship between the demographic factors and the level of satisfaction of overall organisation climate and the factors inducing it.
- Suggest recommendations to enhance the organisation climate of engineering manufacturing units in Coimbatore.

B. Scope of the Study

- Evaluate the real opinion of employees and helps to meet their expectations in future which in turn will upsurge the volume and quality of output
- Understand the psychology of employee on organisation climate and accordingly the organisation can take appropriate measures
- Focus on the effectiveness of the organisation climate provided to the employees

III. RESEARCH AND SAMPLE DESIGN

A. Research Design

I selected descriptive research method. The major purpose of descriptive research is description of the state of affairs as it exists at present.

B. Sampling Design

1) Population

The total population of the study is about 450 employees of various engineering manufacturing units in Coimbatore.

2) Sampling technique & Sample Size

Among 450 employees a sample of 200 respondents are selected for the study. I used the stratified random sampling method for the study.

3) Sources of Data

Primary data were collected by means of administered questionnaire. The questionnaire consists of particulars like Organisational structure, Safety measures, Welfare measures, Relationship with management and peers, Work environment, Job satisfaction, Individual responsibilities, Communication, Warmth, Support, Holidays, Bonus and Pay

4) Data Collection Method

Fieldwork is actual data collection operation. Data are collected through administered questionnaire. The questions are of closed ended type with multiple choices. The respondents were asked to reveal their opinion regarding the factors influencing the organisation climate and the satisfaction level of organisation climate in the company. The questionnaire includes scaling techniques like rating and ranking scales.

5) Tools of the Study

The statistical tools used for the analysis are: Simple percentage calculation, Simple ranking method and Chi-square analysis

IV. DATA ANALYSIS AND INTERPRETATION

A. Opinion about the Organisation Climate Factors

It is found from the analysis that:

- 58.0% of the respondents feel that the Relationship with the management is a significant factor.
- 52.0% of the respondents feel that the relationship with peers is a significant factor.
- 54.5% of the respondents feel that the safety measure is a significant factor.
- 53.5% of the respondents feel that the welfare measure is a significant factor.
- 51.0% of the respondents feel that the work environment is a significant factor.
- 52.0% of the respondents feel that the job satisfaction is not a significant factor.
- 62.0% of the respondents feel that the holiday is not a significant factor.
- 79.5% of the respondents feel that pay is a significant factor.
- 62.5% of the respondents feel that bonus is a significant factor.

- 52.0% of the respondents feel that the punctuality and disciplinary rules are not significant factors.
- 55.5% of the respondents feel that the Communication is not a significant factor.
- 52.0% of the respondents feel that the Organisation structure is not a significant factor.
- 62.5% of the respondents feel that the individual responsibilities are not a significant factor.
- 36.0% of the respondents feel that the warmth & support are a significant factor

B. Rank of the Organisation Climate Factors

The organisation climate factors which influence the respondents are ranked as follows:

- 'Pay' occupies I rank.
- 'Relationship with the management' occupies II rank.
- 'Safety measures' occupies III rank.
- Relationship with peers' occupies IV rank
- 'Welfare measures' occupies V rank.
- 'Work environment' occupies VI rank.
- 'Warmth & support' occupies VII rank.
- 'Job satisfaction' occupies VIII rank.
- 'Bonus' occupies IX rank.
- 'Holidays' occupies X rank.
- 'Punctuality and disciplinary rules' occupies XI rank.
- 'Communication' occupies XII rank.
- 'Individual responsibilities' occupies XIII rank.
- 'Organisation structure' occupies XIV rank.

V. FINDINGS

The following are the findings regarding engineering manufacturing unit employees' satisfaction level on organisation climate

- The overall organisation climate in the engineering manufacturing units is found to be very good.
- According to the employee feedback, the various organisation climate factors are ranked such as Pay, Relationship with the management, Safety measures, Relationship with peers and Welfare measures
- According to the data collected the following factors were considered to be significant by the employees in the order of highest to lowest such as Pay (79.5%), Warmth & Support (64%), Bonus (62.5%), Relationship with the management (58%) and Safety measures (54.5%).
- Holidays individual responsibilities and job satisfaction are considered to be the least significant factors.
- The employees were satisfied with the relationship with the management (75%), Relationship with peers (61%),

Safety measures (65.5%), Pay (77.5%), Bonus (73.5%), Warmth and support (79%).

- From the hypothesis testing, it is determined that the level of satisfaction of overall organisation climate has influence of the factors like age, gender, educational qualification, work experience, income level and number of dependent. It is independent with respect to the marital status.
- From the hypothesis testing, it is found that the level of satisfaction with pay has influence of the factors like gender, marital status and income level and is independent with respect to the factors like age, educational qualification and work experience.
- From the hypothesis testing, it is determined that the level of satisfaction of the Relationship with the management is dependent on the factors like age, gender, educational qualification, marital status and income level and is independent of work experience.
- From the hypothesis testing, it is determined that the level of satisfaction with safety measures is dependent on the factors like age and gender and is independent of the factors like educational qualification, marital status, work experience and income level.

VI. SUGGESTIONS

It is found that the importance of the various organisation climate factors such as pay, relationship with the management, safety measures were the most important. Hence they need to be continuously monitored and the loop holes be plugged. Since pay is found to be the most important influencing factor of organisation climate the daily wage can be increased.

Through the discussions with the employees the following welfare measure suggestions were identified

1. In the canteen, proper hygiene can be maintained by providing boiled utensils to the employees every time.
2. Latrine facilities can be increased. A frequent cleaning will be helpful to maintain the cleanliness all over the organisation.
3. Water purifiers can be provided in every floor so that the satisfactory level can be increased.
4. Transportation facilities can be increased by providing bus facilities for the employees coming from the remote locations

Suggestions to improve the relationship with the management,

1. The management shall focus on the grievance handling system.
2. More counseling programs and training and development programmes can be arranged for the employees
3. Individual performance can be recognized by conducting periodic assessments through direct and in-direct evaluations

VII. CONCLUSION

Organisation climate is the environment that employees observe and is created in their organisation through procedures, practices and rewards. Organisation climate is significant to employee's motivation, satisfaction and performance. The current organisation climate was decided based on observation, survey with employees and analysis of data collected through questionnaire from the company. Out of total employee population considered for the study, a sample of 200 was selected for the proposed study. Most of the employees involved in the study rated that their organisation climate as good. With the knowledge gained, suggestions are proposed to improve the organization climate of the engineering manufacturing units in Coimbatore. If the suggestions are executed, it would create a safe and

encouraging climate for the organisation to achieve its objectives effectively.

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