

PERCEPTION OF EMPLOYEES ABOUT ORGANIZATIONAL CLIMATE

Dr. R.Krishna Kumari¹ & D.Sarika²

¹Head & Assistant Professor, Department of B.Com (CA) and M.Com, PSGR Krishnammal College for Women, Coimbatore.

²PSGR Krishnammal College for Women, Coimbatore.

Received: December 06, 2018

Accepted: January 09, 2019

ABSTRACT: *Organization climate is comprised of mixture of norms, values, expectations, policies and procedures that influence work motivation, commitment and ultimately, individual and work-unit performance. Positive organizational climate encourages the employees, while negative organizational climate inhibits discretionary effort. Dairy industry needs highly committed employees because it is basically a food industry which deals with day to day food needs of the people and high care, concern and commitment of the employees is required right from production till marketing. Organizational climate plays a vital role in influencing organizational commitment. The data has been collected from 200 employees of AR. Dairy food ltd. in Dindigul city. The employees either strongly agree or agree to the organizational climate factors except in case of resources where the perception is neutral.*

Key Words:

INTRODUCTION

Organization climate is comprised of mixture of norms, values, expectations, policies and procedures that influence work motivation, commitment and ultimately, individual and work-unit performance. Positive climate encourages, while negative climate inhibits discretionary effort. Organization climate refers to the quality of working environment. If people feel that they are valued and respected within the organization, they are more likely to contribute positively to the achievement of business outcomes.

STATEMENT OF THE PROBLEM

The organizational climate factors such as organizational design, communication, teamwork, leadership, decision making, job satisfaction, culture and motivation influence the employees to be more committed in the organization. Dairy industry needs highly committed employees because it is basically a food industry which deals with day to day food needs of the people. Since organizational climate plays a vital role in influencing organizational commitment the present study is undertaken to find out the nature and extent of influence of organizational climate on organizational commitment of employees in a selected dairy company.

SCOPE OF THE STUDY

The dimensions of organizational climate examined in this study are organizational design, communication, leadership, teamwork, decision-making, culture, job satisfaction, and motivation. The study determines the factors that influence organizational climate.

OBJECTIVES OF THE STUDY

- To know about the perception of the employees about organizational climate in their organisation.
- To identify significant difference in the perception of employees about organizational climate based on demographic factors.

RESEARCH METHODOLOGY

- Period of the study:** The study period is from September 2017 to April 2018
- Sampling technique:** Convenient sampling method is used.
- Area of the study:** The data has been collected from the employees of AR. Dairy food ltd. in Dindigul city.
- Sample size:** The size of the sample for this study is 200 respondents.
- Data source:** Primary data from the respondents and secondary data from published articles has been collected for this study.
- Statistical tools used for the study:** Simple percentage analysis, ANOVA and T-test

1.4 LIMITATIONS OF THE STUDY

The following are the limitations of the study.

1. The study is limited only to AR DAIRY Pvt. Limited and therefore the results of the study cannot be generalized with any other organization.
2. The result is based on primary data that has its own limitation.

REVIEW OF LITERATURE

Alev Sokmen (2017) conducted a study on the impact of organizational climate as a glass ceiling reflector on job satisfaction and turnover intention of female employees: a research in hotel operations. The main objective of the study is to analyze the impact of organizational climate as a glass ceiling reflector on job satisfaction and turnover intention of female employees. The samples obtained from 153 employees are analyzed. The findings showed that the concepts of the turnover intention and the job satisfaction and glass ceiling syndrome reflector organizational climate have different meanings but are always considered together. The study concluded that organizational climate that puts women under pressure will decrease job satisfaction and women who are not satisfied with their jobs will consider leaving their jobs.

Collins Reuben Gaunya (2016) conducted a study on Organizational Climate as a Determinant of Job Satisfaction among Public Sector Employees in Kisii County, Kenya. The objective of the study is to determine the effect of organizational climate on employee job satisfaction. The population of public sector departments in Kisii County 909 out of which 271 are selected. Simple random sampling technique is used to select a representative sample. The findings of the study revealed that certain dimensions of organizational climate such as identity, conflict management and rewards do had a statistically significant positive relationship

with job satisfaction. The study concluded that sound work environment is important to create sound social relations at the workplace and also maintain the relationship between colleague, supervisor and the organization.

RESEARCH GAP

Several studies on organizational climate have been conducted throwing light specifically on the impact and effect of organizational climate and job satisfaction, job stress, communication, climate, relationship between job characteristics and satisfaction and characteristics of organizational climate. Yet no study is conducted to identify the influence of organizational climate on commitment in dairy industry. Hence the researcher has undertaken this study fulfilling the research gap.

FINDINGS OF THE STUDY

Table 1- Percentage Analysis for Demographic Classification of the Employees

Particulars	Classification	No. of Respondents	Percentage
Gender	Male	135	67.5
	Female	65	32.5
Age	Below 25 years	49	24.5
	26-45 years	124	62.0
	Above 45 years	27	13.5
Marital status	Unmarried	72	36
	Married	128	64
Educational Qualification	No formal education	15	7.5
	Up to school level	86	43
	UG	84	42
	PG	9	4.5
Designation	Professionals	6	3
	General manager	10	5
	Assistant manager	12	6
	Supervisor	22	11
	Operator	19	9.5
	Helper	20	10
	Employee	117	58.5
Monthly family Income	Below Rs 20,000	118	59

	Rs 20,001-40,000	63	31.5
	Rs 40,001-60,000	9	4.5
	Above Rs 60,000	10	5
Experience	Less the 3 years	86	43
	3-6 years	70	35
	7-10 years	30	15
	More than 10 years	14	7
Total		200	100

Source: Primary Data

Objective : To know about the perception of the employees about the organizational climate

Table 2 - Percentage analysis for the Perception of Employees about Organisational Climate

Organizational Climate factors	Perception	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
		No	%	No	%	No	%	No	%	No	%
Mission and purpose	I am familiar with the mission, vision, and values of the company	141	70.5	42	21	11	5.5	6	3	-	-
	I can see the link between my work and company objectives	30	15	114	57	51	25.5	3	1.5	2	1
	The Mission, vision, and values are reflected in everyday work and procedures	70	35	64	32	59	29.5	6	3	1	.5
Feedback	I am recognized whenever I do a good job	44	22	77	38.5	63	31.5	11	5.5	5	2.5
	My higher authority provides me with adequate feedback	63	31.5	63	31.5	50	25	24	12	-	-
	The feedback I receive is useful and constructive	50	25	73	36.5	58	29	16	8	3	1.5
Communication	I generally feel informed about the changes that affect me within the organization	122	61	65	32.5	8	4	3	1.5	2	1
	The organization supports honest two-way communication	38	19	87	43.5	65	32.5	10	5	-	-
	My higher authority is available to me whenever I have questions or need help	68	34	74	37	49	24.5	9	4.5	-	-

	The relationship between management and employees is good	45	22.5	72	36	66	33	16	8	1	.5
Resources and procedures	I have all the tools and equipment to do my job well	55	27.5	82	41	52	26	10	5	1	.5
	Procedures in my job do not involve unnecessary steps	56	28	57	28.5	72	36	11	5.5	4	2
	I get the training I need to do my job well	68	34	67	33.5	49	24.5	16	8	-	-
Teamwork	My team members help me if I need help	54	27	71	35.5	63	31.5	11	5.5	1	.5
	My team focuses on fixing the problem rather than blaming people	58	29	77	38.5	52	26	12	6	1	.5
	I can trust that my higher authority will address any conflicts that may arise	55	27.5	68	34	56	28	20	10	1	.5
Opportunities for growth	There are a variety of ways for me to develop my career	48	24	75	37.5	64	32	13	6.5	-	-
	There is equal opportunity for advancement	55	27.5	76	38	60	30	8	4	1	.5
	The management encourages my development	63	31.5	69	34.5	55	27.5	10	5	3	1.5
Remuneration	I am paid fairly for the work I do	49	24.5	76	38	58	29	16	8	1	.5
	I am satisfied with my benefit package	60	30	68	34	58	29	14	7	-	-
Work/life balance	My workload is appropriate	40	20	79	39.5	60	30	19	9.5	2	1
	I have the opportunity to do what I do best every day	58	29	67	33.5	65	32.5	9	4.5	1	.5
	I enjoy coming to work	57	28.5	75	37.5	52	26	14	7	2	1

Fairness and security	I believe everyone is treated fairly in my work place	59	29.5	73	36.5	60	30	8	4	-	-
	I have a sense of security in my job	42	21	89	44.5	58	29	11	5.5	-	-
	The organization values diversity	51	25.5	74	37	60	30	15	7.5	-	-
Decision Making	I feel free to express my opinion	61	30.5	64	32	58	29	16	8	1	.5
	We seek multiple sources of information before making important decisions	118	59	46	23	27	13.5	8	4	1	.5
	I have the authority to do my job to the best of my abilities	31	15.5	104	52	55	27.5	9	4.5	1	.5
	I feel that this organization is making good progress in providing equal opportunity for all employees to make decision	73	36.5	60	30	57	28.5	9	4.5	1	.5
	I have the chance to use my new ideas in my task	59	29.5	67	33.5	55	27.5	15	7.5	4	2
Culture	This organization has a good working environment	62	31	70	35	53	26.5	14	7	1	.5
	I feel valued as an employee	45	22.5	81	40.5	59	29.5	15	7.5	-	-
	Morale is high across the organization	55	27.5	77	38.5	50	25	15	7.5	3	1.5
	Employees have a good balance between work and personal life	53	26.5	77	38.5	57	28.5	12	6	1	.5
Motivation	I am energetic and enthusiastic about my work	63	31.5	62	31	62	31	12	6	1	.5
	This organization challenges me to strive for ambitious goals	55	27.5	75	37.5	55	27.5	15	7.5	-	-
	I receive a great deal of encouragement and recognition	48	24	74	37	64	32	12	6	2	1

I was appropriately rewarded for my performance	64	32	66	33	59	29.5	11	5.5	-	-
---	----	----	----	----	----	------	----	-----	---	---

Interpretation:

The above table on perception of the employees shows that the employees either strongly agree or agree to the organizational climate factors except in case of the resources factor, where the perception is neutral.

TABLE 3 - ANOVA AND T-TEST FOR DEMOGRAPHIC FACTORS VS PERCEPTION OF THE EMPLOYEES ABOUT ORGANIZATIONAL CLIMATE

H₀: There is no significant difference in the perception of employees about organizational climate based on demographic factors.

Variables	Source	Mean	S.D	No.	T-value	F-Value	Table value	Sig
Gender	Male	1.1333	.34120	135	1.999	-	.047	S
	Female	1.2462	.43412	65				
Age	Below 25 years	2.0867	.40231	49	-	1.355	.260	NS
	26-45 years	2.1014	.33788	124				
	Above 45 years	2.2204	.41481	27				
Educational status	No formal education	2.0433	.28668	15	-	.629	.642	NS
	Up to school level	2.0887	.36575	86				
	Undergraduate	2.1426	.39122	84				
	Postgraduate	2.1028	.31061	9				
	Professionals	2.2667	.24883	6				
Marital status	Unmarried	1.1250	.33304	72	1.269	-	.206	NS
	Married	1.1953	.39800	128				
Designation	General manager	2.1675	.23923	10	-	2.253	.051	NS
	Assistant manager	2.0833	.42095	12				
	Supervisor	2.1500	.47334	22				
	Operator	1.8816	.17075	19				
	Helper	2.2488	.37953	20				
	Employee	2.1203	.35662	117				
Monthly Family Income	Below Rs 20,000	2.0676	.34005	118		4.348	.005	S
	Rs 20,000-40,000	2.1250	.37408	63				
	Rs 40,001-60,000	2.4750	.47203	9				
	Above Rs 60,000	2.2650	.33254	10				
	Total	2.1139	.36592	200				
Experience	Less than 3 years	2.0305	.34116	86		2.863	.038	S
	3-6 years	2.1571	.38203	70				
	7-10 years	2.2108	.39576	30				
	More than 10 years	2.2018	.28036	14				

Level of significance: 5 per cent

Source : Computed

It is consolidated that there is significant difference in the perception of employees about organizational climate based on gender, monthly family income and experience. The perception of female employees having good experience of 7 to 10 years and family income above between Rs.40,000 to 60,000 have higher mean value in the perception.

SUGGESTIONS

From the analysis made, the following suggestions are provided.

- The employees are having neutral perception about resources and procedures and opportunity for growth. The company shall re-evaluate the resources and procedures to make sure that it acts as motivational factor for the employees and ensure better perception.

- The employees should be encouraged to participate in decision making process to contribute more innovative ideas.

CONCLUSION

This study should be seen as a key step in the formulation of an action guide for the AR Dairy pvt Ltd Company. It is anticipated that this study will serve as a baseline measure about the organizational climate in the company, to describe the climate at present, and also to identify the aspects that can be changed. The findings show that the company could focus on the resources and procedures and also shows that experienced female employees have better perception about organizational climate.

REFERENCES

- Alev Sokmen (2017), "The Impact of Organizational Climate as a Glass Ceiling Reflector on Job Satisfaction and Turnover Intention of Female Employees: A Research in Hotel Operations", Journal of Business Research, 113-133
- Collins Reuben Gaunya (2016),"Organizational Climate as a Determinant of Job Satisfaction among Public Sector Employees in Kisii County, Kenya", Journal of Resources Development and Management,ISSN 2422-8397, vol.23, 2016,47-53