



A STUDY ON ORGANISATIONAL CLIMATE WITH REFERENCE TO ITES COMPANIES IN COIMBATORE CITY

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Abstract:

Climate and culture are both important aspects of the overall context, environment or situation. Organizational culture tends to be shared by all or most members of some social group; is something that older members usually try to pass on to younger members; shapes behavior and structures perceptions of the world. Cultures are often studied and understood at a national level, such as the American or French culture. Culture includes deeply held values, beliefs and assumptions, symbols, heroes, and rituals. Culture can be examined at an organizational level as well. The main distinction between organizational and national culture is that people can choose to join a place of work, but are usually born into a national culture. The main objective of the study is to know about the factors that contribute to the establishment of organizational culture and policies and to analyse the perception of employees towards organisational culture based on dimensions. For this a sample of 84 was collected from the employees in ITES industry were percentage analysis, chi-square and factor analysis were used as tools to analyse the data. The conclusion is that the employees feel that they have technological changes always and they felt that the performance evaluations measure an employee's adaptation to change sometimes. If these factors are taken in consideration by the companies in ITES industry then the organisational climate can be developed among the employees which leads to reduce in employee turnover.

Key Words: Culture, Employees & Technology

Introduction:

Organizational climate is a term that was probably first used by Cornell in 1955. He used the term to denote a "delicate blending of interpretations or perceptions by persons in the organization of their jobs or roles in relationship to others and their interpretation of the roles of others in the organization". He interpreted organization in the sense of a formal structure. The term organizational climate has been defined in different ways by different writers. Argyris (1957) used the term 'personality or organizational climate while some others referred the term as 'a general flow of behavior and feeling' and felt the organizational climate to be the interaction between environmental and personal variables of members of a group or groups which operate in an organization. Organizational climate is created by the interaction, with one another, of the organizational components, namely culture, structure, system, leadership behavior and psychological needs of the members of the organization. Thus a climate may be seen as hostile or supportive, as conducive to achievement or stifling and so on.

Statement of Problem:

The present study makes an attempt to examine the organizational climate ITES companies through the organizational climate factors which are more comprehensive. It has been empirically proved in many Indian and Western organizations that employee-centered climate and achievement oriented climate ultimately improve performance. In this context, it seems worthwhile to undertake an investigation into organizational climate. The valid conclusions based on such an investigation would result in suggestions for bringing about a work environment essential for scaling new heights in employee productivity in ITES sector. K. Haritha (2013).

Objectives of the Study:

- ✓ To study about the factors that contributes to the establishment of organizational culture and policies.
- ✓ To compare the demographic factors with factors related to organisational culture.
- ✓ To analyse the perception of employees towards organisational culture based on dimensions.

Scope of the Study:

The main aim of the study is to find out the employee attitudes towards cross cultural training and development in the company focus on finding out efficiency of employees after cross cultural training programme and also find out the opinion of the trainees toward the programme, trainer, contents and organization.

Research Methodology:

Sampling Design / Techniques: The study consisted of only 84 employees with ITES industry from Coimbatore city. The sampling design used here is Systematic Random sampling Method.

Research Instrument: The research instrument used in the study is a ‘structured questionnaire’. These are questionnaires in which there are definite, concrete, and predetermined questions relating to the aspect, for which the researcher collects data. They are presented with exactly the same wordings and in the same order to all the respondents.

Data Collection: The two types of data used for the purpose of the study are

- ✓ Primary Data
- ✓ Secondary Data

Tools for Analysis: Percentage analysis, Chi-square test and factor analysis

Limitations of the Study:

- ✓ The results and findings are confined to a limited area
- ✓ Time and resource constraint.
- ✓ Since the data was collected using questionnaire, there is a possibility of ambiguous replies or omission of replies altogether to certain items mentioned in the questionnaire.
- ✓ Personal bias, if any, of the respondents may affect the result of the study.

Data Analysis and Interpretation:

Particulars		No. of Respondents	Percentage
Age(in yrs)	Below 25	24	28.6
	25 to 35	25	29.8
	36 to 45	35	41.7
	Total	84	100
Gender	Male	64	76.2
	Female	20	23.8
	Total	84	100
Education	SSLC	5	6.0
	Diploma	47	56.0
	HSC	9	10.7
	Degree Holders	23	27.4
	Total	84	100

From the above table it can be understood that 41.7% of the respondents belong to the age group 36 to 45 years and 29.8% of the respondents are in 25 to 35 years category. Majority (76.2%) of the respondents are male. Majority (56%) of the respondents are diploma holders.

Respondents’ Opinion on Environment:

Environment	Satisfied		Highly Satisfied		Neither Satisfied Nor Dissatisfied		Dissatisfied		Highly Dissatisfied		Total
	No.	%	No.	%	No.	%	No.	%	No.	%	
Working Environment	67	79.8	9	10.7	7	8.3	1	1.2	-	-	100
Clean & Comfortable With Necessary Equipments	59	70	6	7.1	19	22.6	-	-	-	-	100
Maintain a good balance between work and other aspects of my life	58	69	9	11	15	18	2	2.4	-	-	100

From the above table it is clear that 79.8% of the respondents are satisfied and 10.7% of the respondents are highly satisfied with the working environment of the organization.

70% of the respondents are satisfied with equipments provided in the organization

69% of the respondents are satisfied with regard to work life balance.

Respondents’ Opinion on Work Coordination:

Work Coordination	Satisfied		Highly Satisfied		Neither Satisfied Nor Dissatisfied		Dis-Satisfied		Highly Dissatisfied	
	No.	%	No.	%	No.	%	No.	%	No.	%
My superior guides me well.	60	71.4	7	8.3	10	11.9	5	6	2	2.4
Feedback provided by supervisor	44	52.4	21	25	19	22.6	-	-	-	-
Cooperation with my team	50	59.5	9	10.7	15	17.9	4	4.8	6	7.1

members										
My department makes a valuable contribution to my company.	50	59.5	5	6	21	25	8	9.5	-	-
Communication with other departments.	53	63.1	8	9.5	15	17.9	7	8.3	1	1.2
Flexibility to arrange my work schedule to meet my personal/family responsibilities	64	76.2	4	4.8	7	8.3	5	6	4	4.8

From the above table it is clear that 71.4% of the respondents are satisfied with superior guidance.
 52.4 % of the respondents are satisfied with feedback provided by supervisor.
 59.5 % of the respondents are satisfied with team members.
 59.5 % of the respondents are satisfied that they are making valuable contribution to the organization.
 63.1 % of the respondents are satisfied with the communication other departments.
 76.2 % of the respondents are satisfied with flexibility in relationship their work schedule to meet their personal/family responsibilities

Chi Square Analysis:

Relationship between Age of the respondents and their satisfaction level in the organization

H₀: There is no significant relationship between the age of the respondents and their opinion about working environment, Work Coordination, Management effectiveness, Reward Recognition, Job, Interrelationship.

Age	Value	'P'	Result
Environment	.707 ^a	0.702	Accepted
Work Coordination	3.631 ^a	0.163	Accepted
Management Effectiveness	3.483 ^a	0.175	Accepted
Reward Recognition	1.129 ^a	0.569	Accepted
Job	.215 ^a	0.898	Accepted
Interrelationship	.552 ^a	0.759	Accepted

From the above table it could be inferred that significant relationship does not exist between age of the respondents and the opinion of the respondents about the organization.

To test the relationship between the "Gender of the respondents and their satisfaction with regards to the following factors such as environment, work coordination, management effectiveness, reward recognition, job and the interrelationship with the company.

Relationship between Gender of the respondents and their satisfaction level in the organization

Gender	Value	'P'	Result
Environment	.750 ^a	0.386	Accepted
Work Coordination	.949 ^a	0.33	Accepted
Management Effectiveness	2.736 ^a	0.098	Accepted
Reward Recognition	6.749 ^a	0.009	Accepted
Job	2.823 ^a	0.093	Accepted
Interrelationship	.006 ^a	0.939	Accepted

From the above table it could be inferred that significant relationship does not exist between gender of the respondents and the opinion of the respondents about the organization.

To test the relationship between the "Income of the respondents and their satisfaction with regards to the following factors such as environment, work coordination, management effectiveness, reward recognition, job and the interrelationship with the company.

H₀: There is no significant relationship between the Income of the respondents and their opinion about working environment, Work Coordination, Management effectiveness, Reward Recognition, Job, Interrelationship.

Factor Analysis:

Factor analysis is to performed identify the key factors contributing to work coordination 6 factors are identified which contribute towards to factor analysis for the purpose of Data reduction, the results are presented below:

KMO and Bartlett's Test:

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.524
Bartlett's Test of Sphericity	Approx. Chi-Square	20.582
	Df	15
	Sig.	0.151

From above table it can be inferred that KMO value is 0.524, which is adequate to conduct factor analysis.

Total Variance Explained:

Component	Initial Eigen Values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.483	24.714	24.714	1.483	24.714	24.714
2	1.192	19.872	44.586	1.192	19.872	44.586
3	1.13	18.836	63.422	1.13	18.836	63.422
4	0.808	13.472	76.894			
5	0.733	12.209	89.103			
6	0.654	10.897	100			

Extraction Method: Principal Component Analysis

The above table shows the most important representation of factor analysis as it is defined by the Percentage of variance by each component. Since only these components whose Eigen values are more than 1 are considered. The 3 components has been taken as factors which constitute 63.4% of variance of the aggregate parameter. Thus the 3 components are extracted through the principal component analysis.

Factors	Component		
	1	2	3
Superior guidance	0.616	0.47	0.059
Feedback provided by supervisor	-0.642	-0.131	0.487
Cooperation with team members	0.45	-0.322	0.59
Department makes valuable contribution to company	0.041	0.796	0.036
Communication with other departments	0.591	-0.171	0.402
Work schedule to meet personal/family responsibilities	-0.371	0.432	0.616

Extraction Method: Principal Component Analysis

a. 3 components extracted

Factor 1:

- ✓ Superior guidance
- ✓ Communication with other departments.

Factor 2:

- ✓ Department makes valuable contribution to company.

Factor 3:

- ✓ Work schedule to meet personal/family responsibilities.
- ✓ Cooperation with team members.

These are the prime factors affecting the work coordination among the employees. So these are major factors in which the organization can concentrate more in work coordination.

Findings:

- ✓ Most (41.7%) of the respondents belong to the age group of 36 to 45 years.
- ✓ Majority ((76.2%) of the respondents are male.
- ✓ Majority (63.3%) of the respondents are degree holders.
- ✓ Most (35.7%) of the respondents are in the income category between's 5001 to 10000.
- ✓ 79.8% of the respondents are satisfied and 10.7% of the respondents are highly satisfied with the working environment of the organization.
- ✓ 70% of the respondents are satisfied with equipments provided in the organization
- ✓ 69% of the respondents are satisfied with regard to work life balance.
- ✓ 71.4% of the respondents are satisfied with superior guidance.
- ✓ 76.2 % of the respondents are satisfied with Flexibility to arrange my work schedule to meet my personal/family responsibilities.
- ✓ 52.4 % of the respondents are satisfied with feedback provided by supervisor.
- ✓ 59.5 % of the respondents are satisfied with team members.
- ✓ 59.5 % of the respondents are satisfied that they are making valuable contribution to the organization.
- ✓ 63.1 % of the respondents are satisfied with the communication other departments.
- ✓ 76.2 % of the respondents are satisfied with flexibility in relationship their work schedule to meet their personal/family responsibilities

Chi Square Test:

- ✓ There is no significant relationship between age of the respondents and the opinion of the respondents about the organization
- ✓ There is no significant relationship between Gender of the respondents and the opinion of the respondents about the organization.

- ✓ There is no significant relationship between Income of the respondents and their opinion about the organization.
- ✓ There is no significant relationship between Educational qualification of their respondents and the opinion about the organization.

Factor Analysis:

- ✓ The 5 factors namely Superior guidance, Communication with other department, Department makes valuable contribution to company, Work schedule to meet personal/family responsibilities, Cooperation with team members, these are the prime factors affecting the work coordination among the employees. So these are major factors in which the organization can concentrate more in work coordination
- ✓ The 6 factors Training program offered from other institutions. Tech changes are viewed as challenge and opportunity, Rewards are given out to suit preference of recipients, Satisfaction with job setting and working environment, When problems emerge there is a willingness to fix them, Performance measure an employee's adaptation change. These are the prime factors which affect the organization culture. So these are major factors in which the organization can concentrate more in organization culture.

Suggestions:

- ✓ Innovative ideas of the employees can be recognized by the management.
- ✓ Counseling program can be conducted once in a month.
- ✓ Rewards can be given based on their performance.

Conclusion:

The conclusion is that the employees feel that they have technological changes always and they felt that the performance evaluations measure an employee's adaptation to change sometimes. If these factors are taken in consideration by the companies in ITES industry then the organisational climate can be developed among the employees which leads to reduce in employee turnover.

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