CHAPTER I

Introduction
Organizations exist and carry their activities for the attainment of the implied objectives of their establishment. They require utilization of many resources, viz, physical, financial, human, material and informational resources in their process of production, servicing. They also require formulation of different policies, strategies and execution mechanism along with sound organization culture and climate. Organizations intended to attract individuals and prospective employees with their effective climate and efficient leadership. When an organization becomes institutionalized, it takes on a life of its own, apart from its founders or any of its members. It has to set relevant goals and maintain appropriate climate and execute activities of business. It should operate to produce common understanding among all stakeholders about, what is appropriate and, fundamentally, meaningful behavior. There should be a system of shared meaning held by members to distinguish their organization from other organizations. The members of the organizations should always be directed, motivated and controlled by an inbuilt system of values, culture and leadership.

The employees of the organization should form an overall subjective perception of the organization based on factors such as: risk tolerance, team emphasis, and support of people. The
favorable perceptions then affect employee performance and satisfaction, with the impact being a greater for stronger culture and climate. An organization's climate develops over many years and is rooted in deeply held values which employees are strongly committed in adopting the laid down procedures.

The organizations should attract individuals with number of forces. These would include written statements about the organization's mission and philosophy, the design of physical spaces and building, the domain leadership style, human development practices, entrenched rituals, success stories of key people, the organization historic performance, its formal structure, etc. For any organization to grow and prosper, it is important that its philosophy be respected and adhered to by all members of the organization. It has to establish a strong organizational culture and climate well supported by efficient leadership.

1.2 CONCEPTUAL FRAMEWORK

1.2.1 ORGANISATIONAL CLIMATE

The climate of an organization is necessary for an insight into important dimensions such as communication, cooperation, creativity, employee satisfaction, morale, etc. All these factors determine the effectiveness of the organization. An organization is
likely to be more effective if there is two-way communication and employees are cooperative and have better perception of the organization. Organizational climate reflects the history of internal and external struggles, the types of people the organization attracts, its work processes and physical layout, the modes of communication and the exercise of authority within the system. Organizational climate is a manifestation of the attitudes of organizational members towards the organization. These attitudes are based upon management policies, supervisory techniques, and the “fairness” of management, labor’s reactions to management, and literally anything that effects the work environment.

Organizational climate is the summary perception which people have about an organization. It is a global expression of what the organization is. Organizational climate is the manifestation of attitudes of organizational members towards the organization itself. An organization tends to attract and keep people who fit its climate. Climate may be thought of as the perception of the characteristics of an organization. Organizational climate is a relatively enduring quality of the internal environment that is experienced by its members,
influences their behavior, and can be described in terms of the values of a particular set of characteristics of the organization.³

Forehead and Gilmer have defined organizational climate as a set of characteristics that describe an organization and that:

- distinguish one organization from another,
- are relatively enduring over a period of time, and
- influence the behavior of people in the organization.⁴

Lawrence James and Allan Jone have classified the factors that influence organizational climate has five major components:

- Organizational context – mission, goals and objectives, function, etc.
- Organization structure – size, degree of centralization and operating procedures.
- Leadership process – leadership styles, communication, decision-making and related processes.
- Physical environment – employee safety, environmental stresses and physical space characteristics.
- Organizational values and norms – conformity, loyalty, impersonality and reciprocity.⁵
1.2.2 CHARACTERISTICS OF ORGANISATIONAL CLIMATE

The nature of organizational climate will be clear from its following characteristics:

i. General Perception: Organization climate is a general expression of what the organization is. It represents the summary perception which people have about an organization.

ii. Qualitative Concept: It is an abstract and intangible concept. It is difficult to explain the components of organizational climate in quantifiable units.

iii. Distant Identity: It reflects how an organization is different from other organizations. It gives a distinct identity to the organization.

iv. Enduring Quality: It is built up over a period of time. It represents a relatively enduring quality of the internal environment that is experienced by the organizational members.

v. Multi-Dimensional Concept: There are several dimensions of the concept of organizational climate such as individual autonomy, authority structure, leadership style, pattern of communication, degree of conflict and cooperation etc.
1.2.3 IMPROVING ORGANIZATIONAL CLIMATE

The climate of an organization can be improved successfully by the management. The following technique may be helpful in improving the organizational climate.

- **Open Communication:** There should be two-way communication in the organization 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.

- **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.

- **Participative Decision-Making:** The employees should be involved in goal setting and taking decision influencing their lot. They will feel committed to the organization and show cooperative attitude.

- **Change in Policies:** The management can influence organization climate by changing policies, procedures and rules. They may take time, but the change is long lasting if the workers see the change in policies, procedures and rules as favorable to them.
- **Technological change:** 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 consultations with the employees.

1.2.4 **ORGANIZATIONAL CULTURE AND CLIMATE**

The culture and climate of an organization are the natural forces which leave an imprint on the organization. Both have strong impact on the organization, particularly during transformational change. Leaders who introduce transformational change into an organization easily can be discouraged if they focus too much attention on culture alone. What is required is a more manageable task but one which will affect cultural variables. The concept of organizational climate offers more definable and measurable vehicle for implementing change.

**Culture:** Culture can be divided into five components: values, beliefs, myths, traditions and norms.

*Values* are the ways in which individuals assess certain traits, qualities, activities or behaviors' as good or bad, productive or wasteful.
Beliefs reflects individuals understanding of the way organization works and the probable consequences of the actions they take. It is relating to work environment, organizational capabilities, growth, organizational image and standing, and social responsibilities, were mainly probed.

Myths are the stories or legends that persist within the organization. There can be the myths surroundings the danger of taking initiative in presenting new ideas – considered to be unwelcome intrusions.

Traditions are repetitive significant events such as celebrations, special awards, retirement parties and holiday dinners. These events inject predictability into the organizational environment and are a basic means of perpetuating cultural values, whether they honor tenure, advancement or appreciation of a special accomplishment.

Norms are organizational informal rules regarding communication processes, dress, work habits, work hours and implicit codes of interpersonal behavior. These “rules of conduct” are not written down in any employee hand book, but accepted as “way things are”.

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Climate:

Climate is the label used to describe the dimensions of the work environment that can be measured with relative precision. A variety of factors determine the climate of an organization.

*Leadership* is the single most important determinant of organizational climate is the day-to-day leadership style of the leader. The leader has a powerful influence on the expectations and behaviors' of everyone in the organization.

*Organization structure* is an equally powerful determinant of climate is organizational arrangements – the formal and informal ways in which work is accomplished. How organization organizes itself is a direct reflect to what is considers critical to its success and speaks volumes with regard to its commitment and value of its employees.

*Communication* is an important component of desired behaviors' measured by the organization's communication patterns. Acceptable behavior are reflected in direct, constructive and timely feedback; open communication; mutual respect; and use of conflict (differences) as an asset.

*Rewards* measures competencies in tangible ways, reward systems characterized by a balance of task and behavioral
competencies are powerful message. Trust reflects the prevailing feeling of mutual respect and support within the organization.

*Commitment* reflects individuals' sense of pride in belonging to the organization, and their degree of support to the future of the organizations. Strong feeling of commitment is associated with high levels of productivity energy and actions.

*Vision and Strategies* are statements of the organization's desired future. They set the context and focus for the organization. If an organization has chosen an aggressive, for reaching vision has alighted successfully its strategies, goals, priorities with its vision.

*Interpersonal relationship* reflected by the ways in which informal groups are formed.

*Decision-making* reflected by underlying objectives and concerns and who make the decisions.

*Conflict Management* reflected by the way in which conflicts are handled in the organization.

Organizational climate is a set of properties of the work environment, perceived directly or indirectly by employees, that is assumed to be a major force in influencing employee behavior. The concepts of organizational climate and organizational culture
have been assessed by various authors, of which many of them published their own definitions. For those interested in understanding organizational climate, it is important to make some distinctions. First, climate and culture are both important aspects of the overall context, environment or situation. 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. Organizational culture is generally deep and stable. Climate, on the other hand, is often defined as the recurring pattern of behavior, attitudes and feelings that characterized life in the organization. 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. Organizational climate, however, proves to be hard to define. There are two, especially intractable and related difficulties: how to define climate and how to measure it effectively on different levels of analysis.
Even though organizational culture and organizational climate are sometimes used interchangeably, some important differences between these two concepts have been recognized. According to Bowditch and Buono, organizational culture is with the nature of beliefs and expectations about organizational life, while climate is an indicator of whether those beliefs and expectations are being fulfilled. Basically organizational climate reflects a person's perception of the organization to which he belongs. It is a set of characteristics and factors that are perceived by the employees about their organizations that serve as a major force in influencing their behavior. These factors may include job descriptions, organizational structural format, performance and evaluation standards, leadership styles, challenges and innovations, organizational values and culture and so on.

1.2.5 Dimensions of Organizational Climate

A larger number of authors have proposed the following common dimensions of organizational climate: autonomy, structure, reward, consideration, warmth and support. Likert proposed six dimensions of organizational climate: leadership, motivation, communication, decisions, goals and control. According to Litwin and Stringer, organizational climate have seven dimensions: conformity, responsibility, standards, rewards,
organizational clarity, warmth and support. Litwin, Humphrey and Wilson\textsuperscript{10} followed up the work done by Litwin and Stringer and redefined the dimensions of organizational climate as clarity, commitment, standards, responsibility, recognition and team work. The first three of these have been classified by them as Performance Dimensions and the last three as Development Dimensions.

In MAO-C, Pareek\textsuperscript{11} has brought out the twelve dimensions of organizational climate as follows: (i) orientation, (ii) interpersonal relationships, (iii) supervision, (iv) problem management, (v) management of mistakes, (vi) conflict management, (vii) communication, (viii) decision-making, (ix) trust (x) management of rewards, (xi) risk taking and (xii) innovation and change.

\section*{1.3 THE PRESENT STUDY}

The role of organizational climate in influencing employee behavior and effectiveness in functioning appears to be increasingly important in the modern liberalized economy. The organizations are compelled to have a sound organizational culture and climate to meet the challenges of dynamic, complex and competitive environment. Liberalization, Privatization and Globalization among corporate sector across the globe has
brought in highly competitive business environment not only in economic terms but much more in non-economic terms such as employee’s expectations and behavior. This paradigm shift from stable environment to a more qualitative environment, made organizations to focus more on qualitative aspects. Absolute changes are being taken place in various activities such as determining organizational goals, laying down organizational structure, pattern of communication and decision-making processes, shaping of organizational norms and values, enforcing the reward and punishment system, adoption of motivational practices etc. It became imminent for every organization, both in private and public sector, to have an insight into important dimensions such as communication, cooperation, creativity, participation, motivation, employee satisfaction, morale, reward system, participative decision-making, values and norms, leadership styles and common perception. The need has come for each organization to distinguish itself from the other organizations in the same business and influence the behavior of organizational members to accomplish the implied objectives. Otherwise, the survival and success are the distant mirages for them. The managements have to play a key role to develop a favorable atmosphere and greater organizational effectiveness.
They have to mould each organizational member to fit in the future organization and possess goal directed behavior. Change in external environment is quite natural in economy or any organization irrespective of its size, nature and type. The organizations can neutralize the bad effects and minimize risks and uncertainties through and with its effective organizational culture and climate manifested and reflected through behavioral norms, values, assumptions and generalizations developed and shared among the employees. The leaders and pioneers of the organization play a key and sensitive role in establishing sound organizational climate and influence the members with their quality leadership. Both public and private sectors have no exception to this phenomenon. Thus, organizational climate and leadership in the context of changing business world especially among the public and private sector organizations need a special attention, debate and in depth empirical research. The present study is a humble attempt in this direction.

1.4 REVIEW OF LITERATURE

The subject of Organizational Climate is multi-dimensional, multi-sectoral and multi-disciplinary. In the recent past, the concept of organizational climate has been operationalized in the area of industrial research. Although researchers in the past
were very much cognizant about influence exerted by varying organizational climate on the productivity of employees, they concentrated on isolated studies of a few selected variables like communication, job-security, motivation etc. Many researchers felt that organizational climate and leadership are the important areas and carried their studies on different dimensions of these. A review of certain important works is quite pertinent in the context of the present study. The researcher has been able to tap some of significant works and their focus relevant to the present study.

P.C.Tripathi\textsuperscript{12} views that different aspects of successfully managing organizations, in his studies, he found various factors contribute to its success are individual behavior, group behavior, leadership, motivation, job satisfaction and morale, communication, performance appraisal, organization effectiveness, change and development.

Benjamin Schneider\textsuperscript{13} describe climate and culture as two complementary field of study – with culture focusing on the kinds of values and assumptions that characterize different organizations for their members and climate focusing on the way in which members experience the activities of organization. It is concluded that the range of large and small organizational actions
from orienting new employees to changing the company's leadership—that send strong and perhaps unintended message to employees about the value and assumptions that should guide their own behavior.

Chandramohan Reddy\textsuperscript{14} tried to examine the workers' organizational climate and dual commitment in private and public sector enterprises in textile industries in Coimbatore. Four public sector and four private organizations were selected by systematic random sampling techniques. In all 200 respondents were interviewed with the help of a structured interview schedule that comprised questions relating to the personal profile of the respondents and the tools to measure organizational climate, commitment and union commitment. The results showed that the public sector workers perceived their climate as more democratic and are more committed to the organization that the workers in the private sector organizations who perceive their climate as being more authoritarian. However, no such association was found between ownership and union commitment.

The study of Mahfooz A. Ansari \& Kanika Tandon\textsuperscript{15}, with a sample of 440 Indian Managers in various hierarchical position in seven different organizations examined the moderating effects of
the organizational climate on the relationship between leadership styles and influence strategies. Organizational climate has an important impact on the relationship between leadership styles and influence strategies. In their findings managers should diagnose their own style and then develop skills in order to change the climate in the desired direction. They have suggested that organizations should change accordingly to provide a favorable environment for the use of effective and rational influence tactics.

Baldev R Sharma & C.Venkata Ratnam\textsuperscript{16} made a comparative study of the Organizational Climate of a company in 1982 and in 1987 reveals an interesting detail of how the Management of a “Sick” company and its employees react over a period of five years. They have selected a sample size of 125 first line supervisors in 1982 and 33 first line supervisors in 1987. The authors have studied the organizational climate in nine dimensions such as scope of advancement, grievance handling, monetary benefits, participative management, objectivity & rationality, recognition and appreciation, safety and security, training, and education & welfare facilities. In their study they suggested the management can effect changes in the perception of employees through appropriate changes in organizational climate.
is clearly suggested by the improvement in perception of “training” in 1987.

Mormol and Murray\cite{17} studied high performing organizations from a variety of sectors including financial services, technology, customer goods, relating manufacturing, transportation, customer services and energy. The study was aimed at identifying qualities and practices that help organizations sustain superior performance over long periods. The authors observed six attributes that were common to the high performing organizations. They are: driven by leader, built by organizations pursuits of strategies and vision, energized by an extra-ordinary intense performance driven environment, aligned by single and core processes, based on world class company skills and rejuvenated by well-developed people system.

Kumar and Bohra\cite{18} have studied the job satisfaction of workers and their perception of the existing organization climate. Sixty workers belonging to three industrial units in the private sector served as supervisory. The perceived organizational climate tended to significantly affect the job satisfaction of the workers. The workers who perceived the existing organizational climate as democratic were found to be higher job satisfied-overall and area
wise-those workers perceiving the same climate as autocratic or undecided.

Kumar\textsuperscript{19} has compared government departments and banks in terms of organizational climate. The sample consisted of 100 employees of various levels of government departments and banks in the city of Delhi. The study reveals that there is significant difference in the perception of organizational climate of government departments and banks. The organizational climate was perceived more democratic by civil servants as compared to bank employees.

Sanjey Srivastava\textsuperscript{20} analyzed organizational culture, competence and effectiveness in three organizations (i.e. Maruti Udyog Ltd., Escorts Ltd., Pepsi Foods Ltd.,) which were all highly profit making and performing extremely well. Data were collected from 450 managers, executives and supervisors (150 from each organization). The result showed that systems classified both as functional and traditional were most likely to contribute to development of work values and consequently to organizational effectiveness from the perspectives of culture. Specifically, socio-economic support was consistently found to be score higher in all the three organizations. Status enhancement, sophistic values and self-realization followed this.
Lahiri\textsuperscript{21} the purpose of this study was to observe if there were any differences in perceived importance attributed to various job factors by government and non-government clerical employees. The sample was to cover the persons employed in white-collar jobs (Clerical personnel excluding stenographers and typists) in the State government and non-government offices. The sample selected for the study was limited to the employees who were 20 years and older and worked within the city of Kolkata. The sample of respondents consisted of 140 employees, 52 from 6 State government offices, and 88 from 4 large commercial houses. These responses were collected through the co-operation of the employees working in these offices through responses on a questionnaire. The results show that the employees in government and non-government organization do not differ significantly in the amount of importance they attach to the different job factors. The results also indicate that income and security of service are the two most important factors for the clerical employees as well as workers. For clerical works, responsibility and the factors related to personal growth and development are next importance. A final implication, keeping in view of the above findings, is that if the basic human needs remain unfulfilled they are most likely to get primary importance.
to the employees. Once these needs are fulfilled (at least at a certain level) the high order needs will unend get importance.

Srivasta\textsuperscript{22} endeavored to analyze the relationship between four dimensions of organizational structure with two dimensions of communication i.e. accuracy and openness, locus of control as personality variable and organizational adaptability. Data were collected from 312 senior and middle level executives from 4 manufacturing organizations belonging to automobile and chemical industries. All variables were measured by using Likert type scale. Multiple regression analysis technique was used for analyzing the data. The results indicated that two structure variables, i.e formalization and task routines and communication openness contributed a lot to organizational adaptability.

Rao\textsuperscript{23} has studied on the managers, supervisors and the workers of small industries perceive the organizational climate of these industries. Eight small industries from Hyderabad were selected and 9 managers, 22 supervisors and 126 workers from these industries were interviewed with the help of structured Likert type questionnaire. The dimensions of organizational climate covered include: working conditions, communication, decision-making, loyalty, work atmosphere, permissiveness, promotions, handling of complaints, job clarity, favoritism,
knowledge of progress in work, job security etc. Analysis of the data revealed intra as well as inter unit differences in the perception of organizational climate. There were no consistent differences in the perceptions of the managers, supervisors and workers, and the differences shown were dependent on the units. Normality was observed in the perceptions with most of the people perceiving the climate a moderately or fairly favorable. The personal factors such as age, education, professional training, and previous experience were not associated with their perceptions. Productivity of the respondents as measured by the method of work sampling was also found to be unrelated with their perceptions of the organizational climate.

Abinash Panda and Gupta,24 in their paper “Challenges in Developing A Strong Organizational Culture Lessons from a Case Study of High-Tech Company in India”, discussed the challenges of an organization its leaders face while systematically trying to develop strong organizational culture and they argue that the leader must adopt hybrid approach, which takes care of both pragmatic and idealistic ways of doing business. The organizational vision, mission and belief system must take care organization as well as social realities in which the organization is functioning.
A study was conducted by Sharma\textsuperscript{25} to find out whether school climate had any relationship with the Principal's effectiveness and teacher satisfaction. For this a random sample of 95 schools were studied using the Organizational Climate Description Questionnaire and 'Teacher Satisfaction' and 'Principal Effectiveness' rating scales. It was concluded that principal effectiveness and teachers' satisfaction were significantly and positively related to school climate.

Sinha\textsuperscript{26} while focusing the importance of leadership roles with the nature of organizations held highlighted that leaders should play three roles-Managerial, Entrepreneurial and Human and Social Capital Building, of these three roles, according to him the leaders' role of building human and social capital is the most central because it is through the human beings and their culture that organizations can sustain excellence, effectiveness and high productivity. Besides, he viewed that culturally embedded organizations focus mostly on building human and social capital.

In another study on Indian Manager, Kumar\textsuperscript{27} investigated the relationship between the variable of organizational climate and the level of self-actualization. The study suggested negative relations between organizational climate and some self-actualizing
factors-these that aroused n-Ach., but positive correlations between those that aroused n-affiliation.

Gupta\textsuperscript{28} in his deliberations in one of the workshops conducted on work culture stressed upon promoting awareness and analysis contemporary experiences about management systems and procedures conducive to higher productivity and examining strategies for planning organizational change. He also focused on interface between work culture, technology and productivity. He discussed in detail, the various factors affecting work culture in organizations in India. He also deliberated on how to diagnose the work culture of an organization. He emphasized on bringing in change in the attitude of personnel by continuous Human Resource Development and Judicious administrative and personal policies for creating a positive work culture.

Kavitha Singh\textsuperscript{29} examined the predictive relationship between organizational Culture and work culture. The study is based on a sample of 282 executives from five automobile companies. The study was based on non-probability incidental sampling. She highlighted the fact that culture of an organization is a crucial factor in the long-run effectiveness of an organization and has an impact on the work environment as well as the
individuals working in it. The author found that most of the dimensions of organizational culture are positively related to the dimensions of work culture and some of the dimensions also have a predictive relationship with work culture.

1.5 NEED FOR THE STUDY

Though there are number of studies in the field of Organizational Climate, Leadership, Communication, Decision-making and Conflict-handling, majority of them covered only one area of the organization leaving the interdependence of each areas on the other area of the management. But, the organizational climate, leadership, communication, decision-making and conflict-handling are interdependent and interactive in any organization. The climate of the organization in which the employees are working and the type of leadership that exists in the organization effect the communication quality, decision-making procedures and conflict-handling procedure in the organization. Hence, the present study is a moderate attempt to study the impact of organizational climate, on communication process, decision-making and conflict-handling.

1.6 Hypotheses:

The hypotheses in this study are all derived from the central assumption that the organization climate affects all major
functions both in private and public organizations. The general hypotheses to be tested throughout this study are as follows:

1. From the motivational framework point, the public sector organizations will have far better organization climate when compared to private organization.

2. Broadly, it was hypothesized that there is a correlation between organization climate and communication both in public and private organizations.

3. It was hypothesized that there is a correlation between organization climate and decision-making process both in public and private organizations.

4. It was hypothesized that there is a correlation between organization climate and conflict handling in public and private organizations.

1.7 OBJECTIVES OF THE STUDY

The present study within its framework tries to:

1. Review the theoretical aspects of organizational climate.

2. Identify and analyze the factors that constitute organizational climate in selected organizations.

3. Review briefly the concepts of communication process, decision-making and conflict-handling procedure in selected organizations.
4. Examine whether there exists any association between organizational climate on communication, decision-making and conflict handling aspects.

5. Compare organizational climate of public sector enterprise and private sector enterprise, and

6. Suggest some measures for improving the effective functioning of public and private sector in improving the organizational climate and its effects on other functional areas.

1.8 METHODOLOGY

This study is exclusively made to understand, and analyze organizational climate with different dimensions among the employees in selected enterprises.

1.8.1 Source and Method of Data Collection

The study is basically an empirical one. The data for the study were collected by using both primary and secondary sources. The primary data has been collected by administering the structured questionnaire consisting of various questions related to Organizational Climate, Communication, Decision-making and Conflict-handling mechanism that prevailed in the selected organizations. The secondary data were collected from the official records and reports of the selected enterprises and the
related literature on the subject has been gathered from journals, website, research articles, published books, thesis and dissertations. As to get first-hand information, Human Resource Managers are also personally contacted and had informal discussions on various aspects of its working and about employees in order to ascertain their opinions.

1.8.2 Sample Size

The total size of the sample is 250 employees. 125 employees were selected from each unit. The sample units were selected on a random sampling basis giving each unit an equal choice to become part of the sample.

1.8.3 Statistical Tools Used

The collected data has been analyzed through one way and two way tables. Few statistical tools like averages, percentages, chi-square tests, correlation coefficient etc., have been used to analyze the data.

1.9 LIMITATIONS OF STUDY

(i) Apart from the factors identified to measure the organizational climate, there could be yet many other factors that describe organization climate directly or indirectly.
(ii) This is a perception based study. The differences in socio-economic and personality characteristics of respondents might have caused perceptual divergence in interpreting scale items and thus may have adversely affected the accuracy and dependability of the data.

(iii) This study is conducted with the inclusion of all levels of employees' i.e managers, supervisors and workers. As managers, they are culture and wealth creators, their behavior to a large extent shape the climate of the organization. If this study is conducted with exclusion of supervisors and workers, the results might have differed.

(iv) Corporate India constitutes Industrial and Service Organizations of Public, Private and Co-operative Sectors. This study is restricted to public and private sector industrial organizations only. If this study is conducted with inclusion of organizations of all types and sectors, the results might differ.

1.10 CHAPTERISATION

The study is presented in Seven Chapters. Chapter One Introduction, outlines the conceptual frame work of organizational climate, review of literature, need for the study, objectives, methodology and limitations of the study. Chapter Two focuses on
profiles of the selected units. Chapter Three covers various dimensions of organizational climate. Chapter Four analyses the impact of organizational climate on communication process. In Chapter Five, an attempt is made to analyze the impact of climate on decision-making in selected organizations. Chapter Six, is made to analyze the impact of climate on conflict-handling procedures in selected organizations. Chapter Seven, is presented with the findings of the study and offers suggestions for improving the organizational climate and effectiveness for better communication, decision-making and conflict handling mechanisms.
References:


3. Renate Tagiuri, "The Concept of organizational Climate" in Renate Tagiuri and George H.Liywin (ed), *Organizational Climate*, Boston Division of Research.


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