CHAPTER V
ORGANIZATIONAL CLIMATE - AN INFORMAL APPRAISAL

5.1 INTRODUCTION

Organizational Climate of one sector is different from another sector's Organizational Climate. It varies from one plant to another. In this chapter, existing Organizational Climate prevailing in the co-operative spinning mill sector in Madurai District has been highlighted with the help of available records from the selected units and observation made by the researcher during his visit to the selected units, interaction with employees and workers, and the views and opinions of the general public residing near the selected units are the other sources of information used to write this chapter.

5.2 PROFILE OF THE STUDY UNITS

Madurai District Co-operative Spinning Mill - Melur was started in the year 1965 November-1. 94% of the shares are held by the Government of TamilNadu. The rest of the shares are held by cotton growers and cotton purchasers.

Anna Co-operative Spinning Mill - Andipatti was started in the year 1984. 95% of the shares are held by
Government of TamilNadu and the rest of the shares are held by cotton growers and co-operative societies.

Madurai District Co-operative Spinning Mill has been situated between Melur and Thiruvadhavoor - 10 kms away from Madurai Corporation area and Anna Co-operative Spinning Mill is situated on Madurai-Theni Main Road between Andipatti and Theni.

Upto 17-07-1989 all the spinning mills in TamilNadu were managed by 8 members team headed by the District Collector which was appointed by Director of Handlooms and Textiles - Madras. As per the TamilNadu Government's special order the management committee was dissolved and a special officer has been appointed for every co-operative spinning mill unit to run the organization. He acted as Managing Director of the organization. Hierarchical structure of co-operative spinning mills clearly explains the function of co-operative spinning mills. (Vide Appendix-II)

The special officer has the power to take decisions regarding day to day operations of mill. He is the final decision making authority of the mill. He is answerable to the directorate of handlooms and textiles, Madras. The special officer of a co-operative spinning mill acts as a
link between mill employees and directorate of handlooms and textiles-Madras.

Regarding financial viability, Madurai District Co-operative Spinning Mill is a sick mill. Sickness of the unit has been decided on the basis of profitability ratio, debt-equity ratio, current ratio, debtors velocity and creditors velocity. On the basis of above calculation the directorate of handlooms and textiles placed Madurai District Co-operative Spinning Mill on the list of sick units. Anna Co-operative Spinning Mill is a good working Mill. It has the viability to meet its own debts and expenses.*

5.3 EXISTING ORGANIZATIONAL CLIMATE IN MADURAI DISTRICT CO-OPERATIVE SPINNING MILL

In this study, Organizational Climate has been analysed with the help of seven dimensions.

5.3.1 Workers Attitude

Workers attitude towards their belongingness to the Organization has been neither low nor high. It is

* Data were not disclosed regarding Financial Viability, as it is related to the confidential nature of the department.
medium in this mill. Aged workers are in larger numbers in this mill. Most of the aged workers have high degree of belongingness to the organization. It is low in the younger workers.

5.3.2 Job Characteristics

Nearly 85% of the workers are satisfied with their job. Most of the workers stated that their educational qualification is very low. So, they have natural involvement in the job which helps to earn money more than they expected. Nearly 88% of the workers admitted that they perform their function with full freedom.

5.3.3 Working Conditions

Nearly 70% of the workers are not satisfied with their working conditions. More than 87% of the workers complained about the poor ventilation facilities and toilet facilities. The workload of the worker is different from one department to another department. The workers in the cone winding department complained that they suffer a lot because of improper mixing. Due to the improper mixing they are unable to finish the work assigned to them within the stipulated time. So, they are punished with fine for delay in the work.
5.3.4 Personnel Policies

Nearly 93% of the workers are not satisfied with the personnel policies. 86% of the workers complained about the unfavourable retirement benefits. There is no chance for promotion in this mill in the case of workers. In the case of employees there is a limited scope for promotion. Selection is not made on the basis of ability most of the employees and workers were recruited through employment exchange and political influence.

5.3.5 Performance - Reward Relationship

Nearly 93% of the workers are not satisfied with their salary. Most of the respondents pointed out that there is no encouragement to the worker who works hard and has a better ability than others. All the workers are treated in same manner. There is no special encouragement to the skilled worker.

5.3.6 Supervision

Nearly 74% of the workers are satisfied with existing supervising procedures. Nearly 76% of the workers
stated that the supervisors are interested in co-operating with the workers. In the case of middle level management there is high degree of intimacy with the top management. Top management not at all pointed out single minus point with their immediate supervisor.

5.3.7 Communication

In the co-operative spinning mills, there is very meagre chance for communication gap. Top management and middle management ruled out the chance for communication gap. In lower level management, there is some informal communication and friendly communication between workers and top and middle management.

5.4 EXISTING ORGANIZATIONAL CLIMATE IN ANNA CO-OPERATIVE SPINNING MILL

5.4.1 Workers Attitude

The belongingness to the organization is less when compared to that of the Melur Co-operative Spinning Mill. Most of the workers are young. They do not show any respect to the management. Most of the workers like their working group. The middle level management
and top level management show higher degree of belongingness towards the management. When compare to low level management.

5.4.2 Job Characteristics

Nearly 88% of the respondents in this mill are satisfied with their job characteristics. They enjoy their work. Though job characteristics get priority among the given organizational dimensions there is lot of absentees in this mill. Most of the workers belong to the surrounding area of the mill. They have some agricultural land. The work on their land force the workers to take leave often incurring loss of pay. This is not seen among the middle level management and top management.

5.4.3 Working Conditions

Only around 7% of the respondents are satisfied with the existing working conditions. In this mill also, workers complained that the poor quality of cotton, results in improper mixing. It affects the other department workers badly. It generates dust and prevents the achievement of
the stipulated work loads etc. The toilet facility and ventilation facility are better than those in Melur Co-operative Spinning Mills. The building structure is different from that of the Melur unit. So, it seems to be somewhat better than that of the Melur unit.

5.4.4 Personnel Policies

Regarding personnel policies no workers are satisfied. In this mill absenteeism is very high. So, this mill mainly is run with temporary workers. It causes misunderstanding between workers and management. Understanding among the work group is very high. So, permanent workers very vigorously attack the personnel policy of the unit. This is evident in both middle level and lower level management. Top level management does not at all consider the personnel policy important. It follows the routine procedure of recruiting the worker through employment exchange. But the personnel policy of the mill is highly criticised by the workers.

5.4.5 Performance - Reward Relationship

In all the levels of management there is dissatisfaction about their salary. In the lower level, 83% of the
workers complained about the reward system existing in the organization. In this mill also, encouragement to the skilled worker is lacking.

5.4.6 Supervision

Regarding supervision there is controversial opinion among workers. It differ from one worker to another worker. In the middle level management, there is some misunderstanding between the top management and the middle management. This is clearly explicit from the statements of the middle level management people. The top management, is neither satisfied nor dissatisfied with its immediate supervisors.

5.4.7 Communication

In this mill also communication is effectively done. There is no communication gap in this mill. All the matters pertaining to the mill are informed to all the employees and workers immediately through circular, notices on the board, informal information and inter communication cables. Communication facilities are highly praised by all levels of management people in this mill.
5.5 CONCLUSION

The Organizational Climate of one unit is different from the other unit's Organizational Climate. In this chapter the existing Organizational Climate in the Madurai District Co-operative Spinning Mill and Anna Co-operative Spinning Mill has been explained. The existing Organizational Climate is neither good nor bad in both the mills. The working conditions in the Melur unit is poorer than those in Andipatti unit. In Melur unit most of the workers are highly experienced and aged. The aged workers feel that they are unable to discharge their duties as fast as they discharged while they were young. Younger workers suggested that aged workers should be replaced by younger workers with lesser wages. It will help to improve the production of the mill. Regarding job characteristics and communication, in all levels of management there is high degree of satisfaction prevailing. The working condition, personnel policy, performance-Reward relationship are not good. The supervision workers attitude are moderate.

The Anna Co-operative Spinning Mill's personnel policy is highly criticised by lower management. The top
management and middle management stated it as moderate. The workers attitude, supervision, communication are moderate. The performance-reward policy is not good in all levels of management. The working condition is better than that of the Melur unit.

This chapter has been drafted with the help of informal talks with employees, workers of the respective mills. People living around the mill, and the records of selected units, are the other materials used as sources to write this chapter. This helps to understand the Organizational Climate dimensions. So, it will be very easy to analyse the attitude of the workers in all levels of management. The analysis of the attitude of different levels of management has been drafted in the previous chapter.