CHAPTER VI
SUMMARY AND CONCLUSION

6.1 INTRODUCTION

Organizational Climate is the human environment within which an organization's employees do their work. Organizational Climate serves as the guideline for dealing with people, and has a major influence on motivation and productivity of individuals as well as total work group. Climate, in a natural sense, is referred to as the average course or conditions of the weather at a place over a period of years as exhibited by temperature, wind velocity, and precipitation. However, it is quite difficult to define Organizational Climate incorporating the characteristics of natural climate. Just as the presence of air is feet in human survival, the climate is evidenced by the survival of an organization. Hence, it is necessary to maintain a good relationship among the three constituents man, machine and management. It is clear from the foregoing chapters that an employee's individual personality and his way of perceiving the work situation are important determinants of his performance.

Each worker in an organization has to do his best for the development of himself and his organization to which
The way to ensure this is to create such a climate in an organization, where the workers have to satisfy their social and psychological needs besides their economic needs. Good climate reduces absentism, strikes and labour turnover in an organization.

Textile industry is one of the traditional industry in India. In Tamil Nadu, Madurai district has heavy concentration of textile units. Just like other textile units in other parts of the country in Madurai also textile units are suffering a lot both from the view point of employers and employees. How far the Organizational Climate in textile units is conducive for maintaining a good relationship between the employers and employees? In the present study an attempt has been made to study the existing organizational climate and the attitude of employees towards Organizational Climate in co-operative spinning mills in Madurai district. To study the Organizational Climate the following dimensions have been analysed (i) workers attitude, (ii) Job characteristics (iii) Working conditions (iv) personnel policies (v) performance reward relationship (vi) supervision (vii) communication.
6.2 EXISTING ORGANIZATIONAL CLIMATE IN CO-OPERATIVE SPINNING MILLS

The existing Organizational Climate of the selected units have been decided on the basis of observation, conversation with various level of management people, and secondary sources available from the selected units. The existing Organizational Climate has been analysed only from the viewpoint of the employees. It helps to analyse the workers' attitude towards Organizational Climate and to identify the factors responsible for existing Organizational Climate.

More or less the same kind of Organizational Climate is prevailing in Melur unit (Sick Mill) and Andipatti unit (Good working mill). The Organizational Climate of co-operative spinning mills is in no way related to productivity. The same kind of procedures, and production methods have been adopted in both the mills. Melur unit has the experience of nearly 27 years but Andipatti mill has only 7 years experience but both the mills have the same level of production and the same kind of techniques are being adopted. The Organizational Climate can be determined by analysing the dimensions already mentioned.
In General, the Organizational Climate is better in Andipatti than in Melur unit. The workers attitude helps to identify their belongingness to management. Melur unit workers have more belongingness than Andipatti unit workers. Regarding job characteristics more or less the same kind of attitude is shown in both the mills. Most of them have favourable attitude towards their job. Regarding working conditions in both the units, workers showed their displeasure. In Andipatti mill only 7% of the workers showed favourable attitude towards working conditions. Regarding personnel policies very few have favourable attitude in both the mills. In Melur, complaints about the poor retirement benefit are numerous. In Andipatti mill the workers show their displeasure regarding temporary workers position.

Regarding performance reward relationship a very high degree of negative attitude is prevailing among all levels of management. More or less all the employees feel that they do not get any encouragement from the top management and express their displeasure regarding salary and bonus. Regarding supervision in Melur mill complaints are very few in top and middle level management but in lower level management 25% of the employees are not at all
satisfied with their supervisors. Regarding communication more or less in all levels of management, people are favourably disposed.

6.3 WORKERS ATTITUDE TOWARDS ORGANIZATIONAL CLIMATE

The employees attitude towards Organizational Climate is "moderate" in both Melur unit and Andipatti unit. 78.22% of employees consider the climate as 'Moderate' in Melur. 63.46% of employees regard the Organizational Climate as 'Moderate' in Andipatti unit. To analyse the attitude of employees towards Organizational Climate Likert Scale has been used. In seven dimensions seven statements have been given and the respondents were asked to state whether they strongly agree (5), Agree (4) or have no opinion (3) Disagree (2) or strongly disagree (1) to the statements. Their response has been classified into three groups viz., High level attitude, medium level attitude and low level attitude by using mean, standard deviation, mean deviation of each respondents score. To verify the factors influencing the Organizational Climate the following hypotheses have been framed.
i) The age of the employees influences their attitude towards Organizational Climate.

ii) The education of the employees influences their attitude towards Organizational Climate.

iii) The social group of the employees influences their attitude towards Organizational Climate.

iv) The level of management of the employees influences their attitude towards Organizational Climate.

v) The work experience of the employees influences their attitude towards Organizational Climate.

vi) The income of the employees influences their attitude towards Organizational Climate.

The hypotheses have been tested by using chi-square test. In Melur, the analysis reveals that age, education, level of management, income, social group have influence over employees attitude towards Organizational Climate. Work experience of the employees has no impact on their attitude towards Organizational Climate.
In Andipatti, the analysis reveals that age, level of management, work experience have influence over the attitude of employees towards Organizational Climate. Education, Income and social group of the employee does not influence their attitude towards Organizational Climate.

6.4 FINDINGS

The Organizational Climate of Co-operative spinning mills in Madurai district is Moderate. This is expressed by employees when the data had been collected. In both the mills job characteristics have been described to be good. To analyse the involvement in job, the respondents were asked to rank the following. A) Job B) Boss C) Work Group D) Organization E) Environment. In both the mills job was ranked first by most of the employees. 72% of employees ranked it best among the above said five factors in Melur and 69% in Andipatti. Aged employees with more work experience are reluctant to go for other jobs even if they get a chance in other organizations. Only 34% of the employee were prepared to go out and accept jobs with better prospects 2% of the employees wish to go for other jobs though the jobs have benefits same as they are enjoying now in other organizations.
when the employees were asked whether they would work for the overall development of the mill if they are offered a chance except 2 employees the others were readily to accept the offer. Every one has showed his readiness to work for the overall development of the mill.

Regarding working conditions, in both the mills employees complained about poor canteen facilities and cleanliness in the mill. The tea provided by the management during working hours was said to be not good. Regarding personnel policies and performance reward relationship both the mill workers expressed their dissatisfaction. Aged people in Melur unit expect their legal heirs to be given jobs when they retire or their pension to be settled. They feel that they will become helpless when they retire. Regarding supervision, the employees feel that they have moderate relationship with their superiors in both the mills. In both the mills the lower level employees criticise the attitude of labour welfare officer and other top management officials. In middle management the employees feel that they find it difficult to maintain good relationship with top level management, and workers. They strongly feel that the people in other management levels do not understand their problems. Communication system is regarded to be good by all levels of management people in both the mills.
6.5 SUGGESTIONS

From the above study the following suggestions have been made.

i) The overall climate of the organization should be improved by paying special attention to the dimensions personnel policies, performance reward relationship and working conditions.

ii) A significant improvement in the overall performance of the workers could be brought about by motivating them properly through workers education.

iii) Interrelationship between different levels of management can improved by setting up of grievance cell in every unit.

iv) Frequent transfer of top official should be avoided.

v) To remove caste feelings among mill workers in Melur unit, proper steps should be taken by the management through effective workers. Education programmes which will infuse in them a feeling of unity.
vi) Barring ESI, no other facilities are provided by the directorate of handlooms and textiles, Madras. So, steps should be taken to provide, housing patta in Melur mill and Andipatti mill to make the workers happy.

6.6 CONCLUSION

This dissertation is a modest attempt to measure the Organizational Climate of co-operative spinning mills in Madurai district. The Organizational Climate of co-operative spinning mills in Madurai district has been analysed with the co-operation of workers of co-operative spinning mills in Melur (sick unit) and Andipatti (good working mill). It is found out that the Organizational Climate of the co-operative spinning mills in Madurai district is perceived to be "Moderate" by employees of all levels of management. Productivity is not at all related with Organizational Climate in co-operative spinning mills. The textile industry plays a pivotal role in the development of economy. Good Organizational Climate of an industry helps the industry to progress. Hence it is important to study the Organizational Climate of co-operative spinning mills.