CHAPTER-III
METHODOLOGY
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The chapter describes the aim of the study i.e. is to find out the relationship between organizational climate, Organizational commitment and general health of employees.

Objectives:-

1. To study the relationship between organizational climate, organizational commitment and general health of employees.
2. To study the role of organizational climate on organizational commitment & general health of employees.

Following hypothesis were formulated and tested in the present research.

Hypothesis:-

1. There would be a positive relationship between organizational climate, organizational commitment and general health of employees.
2. There would be significant difference between the organizational climate, organizational commitment and general health of employees at different level.
3. There would be differential relationship between organizational climate, organizational commitment and general health of employees.

Sample:- A sample of 100 (Managers, Engineer, Supervisor, Operator & Helper) Subjects was studied. The number of subjects taken from manufacturing unit of LPS. 20 managers were selected. The managerial cadre includes the employees working as manager, engineer, supervisor. A total of 20 managers were included in a sample. Two levels of labour class, i.e. helper, operator were studied.

Design:- A correlational design has been used to study the relationship between organizational climate, organizational commitment and general health of employee.

Tools:-

1. Organizational Climate Inventory (OCI) by chattopadhyay & Aggarwal (1976).
2. Organizational Commitment Questionnaire (OCQ) by Mowday, Steers and Porter (1979).
3. General Health Questionnaire (GHQ) by Goldberg & Hiller (1979)

1. Organizational Climate Inventory:- It is a tool developed by chattopadhyay & Aggarwal (1976) to measure the organizational climate of any organization may be private or public. This is an elaborate model which deals with the societal system or
reflected in the economic relations, class relations, culture, political systems, technological level and so on OCI has visualized or organizational as an outcome of societal system having specific structure, definite goals, class relation and roles. The various elements of organization contribute to the psychological environment in an organizational. A part from these, OCI has deal with various other eleven dimension which also influence organizational climate namely communication (C), performance standards (PS), Support System (S), Warmth (W), Responsibility (R), Reward System (RS), Member Identity (I), Conflict Resolution (R), Participation in decision making (D) Organizational Structure (OS), and the level of Motivation (M). Therefore OCI has perceived organizational climate as an outcome of on interplay between a number of variables of the societal system, the organizational and the individual members. It has 70 items designed to measure the various dimension of organization climate. There is no definite time limit for the administration of this test but it usually gets completed with in 25-30 minutes.

OCI provides scores on 11 dimension i.e. communication, warmth, organization structure, support, decision making etc. If scoring is being done factorially. For each dimension, each response alternative (In terms of rating scales) is assigned numerical point (as given in scoring key) and the sum of the point for all the items in a particular constitutes total raw scores. Raw scores on all the 11 dimensions are unidirectional in terms of positive aspects of organizational climate. hence sum of organizational scores may be obtained to know the overall climate. Higher the scores better the climate. This inventory found to have high split half reliability (.89) and has highly significant item validity.

2. **General Health Questionnaire:-** (GHQ) To study general health, general health questionnaire by Goldberg & Hiller (1979) was used. This is a self administered screening test designed for detecting non-psychotic psychiatric disorder. It is concerned with two major phenomena. The inability to carry out one's normal healthy functions and the appearance of the new phenomena of a distressing nature. The GHQ has been described as comprising a set of questions which from a "Lowest common multiple" of symptoms which will be encountered in the various differentiated syndromes of mental disorder. The 12 items versions of GHQ supplemental by 7 items of anxiety and depression scale each consist of 23 items. There scores were thus available for each respondent but scores on individual items were summed to produce a total severity score. All the scores reported here are with four point response scale,
from 0 to 3. The possible scores could vary from 0 to 69. Scoring weights are 0, 1, 2, and 3 respectively for each item except item no. 14, 5, 8, 11 & 17. Scoring for these size items were 3, 2, 1 and 0 respectively. Note that a higher score indicates increased levels of psychological distress or however mental health. The reliability and validity coefficients for GHQ are well established.

3. Organizational Commitment Questionnaire (OCQ) A 15 item questionnaire developed by Mowday Steers, and Porter (1979) to measure three commitment factors:- Acceptance of the organization’s values and goals, willingness to work to help the organizational, and a desire to remain with the organizational although the questions top three factors. Most people using the score combine the factors to yield one overall commitment score.

Procedure:- After completing the preliminary requirements of sample selection and tools selection, data collection was stared. The appointments were prefixed individually with the managers of LPS. Being intellectual and curious beings, the purpose of the study was emplaned in detailed manner which helped in establishing a proper rapport and collecting the information on various demographical variables after taking their consent. It was assured that the confidentially would be maintained. The study had three quota sampling designs i.e. one at managerial level and another at lower level. First of all, data was collected from the managers measuring their climate to their organization through organizational climate inventory. All managerial level subjects were requested to give their responses were requested to give their responses were requested to give their responses on Organizational Commitment Questionnaire (OCQ) and General Health Questionnaire (GHQ) approximately 35-40 minutes were taken by every subjects in completion of these three standardized questionnaires. After collecting the data of managerial level subjects of LPS, the selected labour level of subject were also given organizational commitment scale, organizational climate inventory and general health questionnaire most of the helpers and operators were not interested to fill the questionnaires. They had quarries in few items, which were resolved immediately. Finally, they fully cooperated.

Scoring:- After collecting the data from LPS, the responses were scored. In case of organizational commitment scale, out of 15 items, 9 items were positive, were as rest of 6 were negative. Organizational commitment scale as a seven point scale the scoring of which had been objectified by assigning 'one of seven' scores respectively for seven alternatives of
the positive items, sequentially rated from strongly disagree to strongly agree. For negative item, the scores assigned to each of the alternatives had been reversed.

The scoring system is given as below:-

Table

<table>
<thead>
<tr>
<th>Scoring systems of Organizational Commitment Scale</th>
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<tbody>
<tr>
<td>7 items</td>
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<tr>
<td>Strongly Disagree</td>
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<tr>
<td>Positive Items</td>
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<td>Negative Items</td>
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The total of the scores obtained on all positive as well as negative items reveals the global expression. The possible range of the questionnaire was 15 to 105. In this scale the individual obtaining higher scores was considered as an employee having higher commitment to organization.

In the cash of general health questionnaire (GHQ), there were four subscales i.e. somatic symptom (A), Anxiety Insomnia (B), Social dysfunction (C), Severe depression (D), There were 7 items in each subscales. General health questionnaire as a four point scale, the scoring of which had been objectified by assigning 'Zero to three scores respectively for four alternatives of the positive items, sequentially rated from not at all to much more than usual. For negative items, the scores assigned to each of the alternatives had been reversed. The possible rang of the questionnaire was 0 to 69.

Every item was scored manually and their raw scores were obtained. In this scale the individual obtaining higher scores was considered as an employee having increased levels of psychological distress or lower mental health.

Scoring on organizational climate inventory was done with the help of scoring key available on all 11 dimensions i.e. Conflict resolution (CR), Communication (C), Performance Standards (PS), Support System (S), Warmth (W), responsibility (R), Reward System (RS), member identity (I), decision making (D), organizational structure (OS) and motivation.