CHAPTER – III

3.0. INTRODUCTION:

The previous chapter - II has given a detailed understanding of various definitions, concepts, approaches, models and related literatures for the present study. In this chapter the researcher deals with the methodology of the present study. To brief the researcher deals with the statement of the problem, title of the study, objectives of the study, hypotheses, operational definitions, pilot study, design of the study, population, sampling, tools for data collection, pretest, collection of data, statistical techniques, limitations & delimitations, chapter scheme and conclusion.

3.1. STATEMENT OF THE PROBLEM:

India is been perceived as a major economy waiting to take off. It is emerging as a major market for the goods and services. It is on the threshold of witnessing growing competition from the Multi-National Companies. There is no doubt that the intensity of competition would increase in the coming years. Public sector companies would have to improvise their organisational climate and quality of work life of employees to meet the fierce competition. Technological and scientific advancement have led to the growth of industries. However, it is to remember and kept in the mind that the labour force determines efficient functioning of an industry, and organisational climate is the human environment within which an organisation’s employees do their work.
Organisational Climate is been affected by almost everything that occurs in an organisation. Climate of an organisation can influence motivation, performance and job satisfaction. Thus organisational climate is a very important factor to be considered in studying and analyzing organisations, because it greatly influences the outlooks, well being and attitude of people working in it, and thus on their total performance. Thus, a sound climate is a long-term proposition. Modern industrial organisation is a complex entity, to meet the challenges and achieve excellence; every management must create a climate, which increases the capacity and potential of the organisation to prosper in the long term. It is essential that a management should be aware of the employee’s perception about the total system that contributes to create a better organisational climate. Organisational climate represents an organisation’s way of life. It can have a major influence on employees’ motivation, performance and job satisfaction. Climate of an organisation are been derived from an organisation behaviour system that includes philosophy, goals and leadership. The type of the organisation and the social environment which influence the system of controls that interacts with personal attitude and situational factors to produce motivation in employees. The present study has made an attempt in highlighting the Organisational Climate perceived by employees in Tamilnadu Cements Corporation Ltd., (TANCEM). No such investigation is been undertaken in this industry in the past. The researcher prior to the study had done a mini study on organisational climate in TANCEM and found that the employees manifested organisational climate at moderate level. The
researcher felt the need for an in depth analysis of the phenomena of climate in order to make the management of TANCEM to understand the problem of climate in all entity in their work force. The present research study is an outcome of extensive discussion with the personnel manager of TANCEM and was validated by a mini study conducted earlier in the same organisation. The study will help the management recognize the climate needs of their employees and enable them to enhance the organisational climate, which will help them to increase productivity of the organisation in the long-run. The research study will benefit the employees, as the organisation will begin to manage people of work difficulty, and value their contribution to enhance the climate and quality of work life of the employees.

3.2. OBJECTIVES:

1) To study the Socio-Economic characteristics of the employees.

2) To find the existing Organisational Climate and Quality of Work Life perceived by the employees.

3) To analyse various dimensions of Organisational Climate and Quality of Work Life.

4) To suggest suitable measures to enhance Organisational Climate and Quality of Work Life of the employees.
3.3. HYPOTHESES:

1. There is a significant association between Age of the respondents and Organisational Climate Agreement.

2. There is a significant difference between Departments the respondents belong and Organisational Climate Agreement.

3. There is a significant difference between Designations of the respondents and Organisational Climate Agreement.

4. There is a significant difference between Educational Qualifications of the respondents and Organisational Climate Agreement.

5. There is a significant association between years of Experience of the respondents and Organisational Climate Agreement.

6. There is a significant difference between Income of the respondents and Organisational Climate Agreement.

7. There is a significant difference between Type of Family of the respondents and Organisational Climate Agreement.

8. There is a significant correlation between Organisational Climate Agreement and Quality of Work Life.

9. There is a significant association between Age of the respondents and Organisational Climate Importance.

10. There is a significant difference between Departments the respondents belong and Organisational Climate Importance.

11. There is a significant difference between Designations of the respondents and Organisational Climate Importance.

12. There is a significant difference between Educational Qualifications of the respondents and Organisational Climate Importance.

13. There is a significant association between years of Experience of the respondents and Organisational Climate Importance.

14. There is a significant difference between Income of the respondents and Organisational Climate Importance.

15. There is a significant difference between Type of Family of the respondents and Organisational Climate Importance.

16. There is a significant association between Age of the respondents and Quality of Work Life.
17. There is a significant difference between Departments the respondents belong and Quality of Work Life.

18. There is a significant difference between Designations of the respondents and Quality of Work Life.

19. There is a significant difference between Educational Qualifications of the respondents and Quality of Work Life.

20. There is a significant association between years of Experience of the respondents and Quality of Work Life.

21. There is a significant difference between Income of the respondents and Quality of Work Life.

22. There is a significant difference between Type of Family of the respondents and Quality of Work Life.

3.4. OPERATIONAL DEFINITIONS:

3.4.1. ORGANISATIONAL CLIMATE:

Organisational climate represents an organisation's way of life. Organisational Climate is been defined as a psychological state strongly affected by organisational condition. It can have a major influence on employees’ motivation, performance, job satisfaction and Quality of Work Life. Climate of an organisation are been derived from an organisation behaviour system that includes philosophy, goals and leadership.

a) Role Clarity

The roles of the employees are to be well defined. Job analysis, job description and job specification help the employee to become aware of ones own role, which helps him to achieve organisations expectations. So the employee becomes accountable and responsible for the work assigned.
b) **Respect**

Any individual cannot deny self-respect. It is psychological oriented which is expected by all persons whether in family or at a workplace. It plays an important role in every individual to make himself to respect others. He does not stop with that, he also looks into the respect that his organisation has in the public.

c) **Communication**

Adequate information regarding job is the right of an employee. Relevant information with regard to organisation policy are to be communicated without any delay. Communication plays a major role in enhancing the efficiency of the employee when passed on regularly.

d) **Reward system**

Rewarding the employee rightly for the job performed makes him more satisfied and motivated. The reward must be equal to that of the other employees working of the same organisation. The reward systems are to be planned as a contributory factor for the work rendered by the employee and his performance.

e) **Career Development**

Any individual working in any organisation likes to know the development in terms of career. This availability of opportunity to advance in the organisation is to be recognized by peers, family
members etc., The employee of the organisation should be fully aware of his career path in that organisation.

f) **Planning and Decision Making**

Through participative planning & decision-making department cooperation and coordination is possible. Given the chance to make decision the employees understand their accountability and responsibility of their own job. Therefore, the employees have to be exposed to delegate authority and execute the plan, which affects their work.

g) **Innovation**

Employee’s work place also paves way for innovation. These innovations are to be encouraged and empowered. Appreciations from the management make them recognized and motivate them to make more contributions in the work place.

h) **Relationship**

Human beings have many needs in their life but one important need no one can ignore is affiliation and relating oneself with the other fellow employees. The indiscriminate and dispassionate treatments by the supervisor and the executives have hindered human relations in work area. When, cordial relationship between different levels of management and fellow workers when improved leads to enhance healthy environment.
i) Team and Support

When every individual contributes they achieve more than what they have to achieve. Teamwork when motivated among departments would strengthen them and support other department to achieve more. This collaboration at work place reduces workload and work pressure of the employees.

j) Quality of Service

Business means quality in service is to be the mantra in the minds of each individual working in any organisation. This policy would serve both the internal and external individual in an organisation. Whether product or service, quality is to be provided to the customers.

k) Conflict Management

Conflict is inevitable in any organisation; it is imminent wherever human beings are put together to achieve the preset and agreed goals. But the question is how this conflicts are to be resolved in relation to ideas, goal setting, methods etc., The management must always see to that the conflicts are solved at the right movement before its gets erupted. Handling situations of conflicts, the management should be prepared and adopt strategy to solve it.

l) Commitment and Morale

Motivating factor, work environment, the image of the organisation, feeling etc., contributes to the commitment and morale of any
employee. The commitment of an employee is a contributory factor for the organisation in the long run survival in all matters of concern.

m) **Training and Development**

To restrict skill obsolescence of any employee the organisation should focus to upgrade the skill and knowledge base, which is the need of the hour. The organisation policy should light on training and making employees better learners in application.

n) **Direction**

The direction in which the organisation is moving and the goal should be rightly spelt, and made known to the employees, thus it make them secure and serve the organisation for long.

3.4.2. **QUALITY OF WORK LIFE:**

Quality of Work Life (QWL) includes a host of issues ranging from occupational safety and health, job training and retraining and educational opportunities to social and recreational facilities and childcare. QWL is a process of work organisations, which enables its members at all levels to participate actively and efficiently in shaping the organisations environment, methods and outcomes.

o) **Adequate and Fair Compensation**

It is a basic for any individual to survive. Fairness is a fundamental objective of pay systems. This fairness is been reflected in
“ensuring fair treatment” and “be open and understandable”. Ensure fair treatment for all employees by recognizing both employees’ considerations and employee needs.

p) **Safe and Healthy Work Environment**

There are definite bottom-line performance consequences of workplace injuries and illness. Organisation can have significant savings actively promoting safety in the workplace. Organisations have a moral responsibility to ensure the safety and well being of their members. Programmes designed to minimize employee health problems can also create significant cost advantage and by reducing absenteeism, turnover and medical cost and increasing productivity.

q) **Development of Human Capacities**

If properly designed, and systematically implemented, which in turn make people more competent and the organisation more effective. The net result of developing human capacities results the organisation to achieve new heights in terms of quality, productivity, growth, diversification, profits and public image. An organisation will get the desired outcome only if the kinds of opportunity are been generated.

r) **Growth and Security**

The focus is to plan employee career in terms of their capacities with regard to the organisational needs. It is establishing of career...
movement and growth opportunities form the point of entry. The planning exercise when implemented properly the entire career of employees will develop. Security for employees is equally important. It implies that employee shall enjoy economic and social security through health and welfare programmes. It may be provided either by properly regularising the amount of work that must be done by fixing the hours of work.

s) **Social Integration**

This has a large influence in the attitude and behaviour of people at work, because people are normally social oriented. The organisation is large and more complex and with interrelated structures. The acceptance of the employee is based on the work related traits, skills, abilities, performance, capabilities without any discrimination on sex, caste, community, religion, physical appearance etc.,

t) **Constitutionalism**

Modern industry is very difficult. Organisation on a large scale has become so difficult to settle employers and workers differences. In order to protect themselves the employees need the protection of constituanalism to fight for their right.

u) **Total Life Space**

An individual work can have positive or negative affect on the other spheres of life both social and family relationship. Prolonged work
timings can have an effect on the family life. Even frequent transfers make them to have some psychological imbalances, which may uproot the social and family environment. The more relevance of work and total life space is been correlated by the concept of balance between the work and life.

v) **Social Relevance**

This concept raises some questions in the minds of the employees about their social responsibility. Is that the employees perceive that the organisation as socially responsible with its products, marketing techniques, employment, practices, participation in political campaign and so on. The social relevance of the employee with the working life made understood properly to make them contributory factor for the society.

w) **QWL Feelings**

The feel the employee gets out from his work such as a sense of pride or accomplishment, involvement, commitment, job satisfaction, motivation, recognition to the job he performs.

**3.5. SAMPLING PROCEDURE:**

The population of the study includes all the 616 employees working in the organisation, which comprises of officers-144, staff-288 and workers-184. For the purpose of the study, the researcher selected fifty per cent of the population as sample. The sample size was 308 employees comprises of officers – 72, staff – 144 and the workers – 92. To select the
respondents the researcher has adopted stratified proportionate random sampling procedure. The present study is descriptive in nature.

3.6. **TOOLS / METHODS FOR DATA COLLECTION:**

To assess the Organisational Climate perceived by the employees a tool that was developed by Adrrian Furnham and Leonard D. Goodstein (1984) was used. To assess the Quality of Work Life of employees a scale developed by Walton Richard E. (1975) along with the scale propounded by Marshall Sashkin and Joseph J.Lengermann (1977) was used. Both the scales, which were modified by Savarimuthu, A (2002) according to the Indian conditions, have been used for the present study. For the convenience of the respondents the questionnaire was also translated to their native language Tamil (Appendix - 9). The data was been collected through the primary and secondary sources. The data was been collected during the month of January – April’2007. In order to analyse and interpret the collected data appropriate statistical techniques have been used to arrive meaningful conclusion.

The Organisational Climate Agreement Questionnaire (Appendix - I) was to measure how the employees agree to the prevailing organisational climate conditions. The respondents were asked to rate the items given in the questionnaire according to the perception, choosing any one of the choices given. The choices are as, strongly disagree - 1, Disagree – 02, Slightly disagree – 3, Neither agree nor disagree – 4, Slightly disagree – 05, Agree – 6, Strongly agree – 07. The distribution of items of
the scale of organisational climate agreement are role clarity, respect, communication, reward system, career development, planning & decision making, innovation, relationship, team & support, quality of service, conflict management, commitment & morale, training & development and direction. The distribution of the items with regard to dimensions is given in Appendix - 2. The cut off points for the scores received from the respondents (Using measure of central tendency- median) is given in the Appendix - 3.

The Organisational Climate Importance Questionnaire (Appendix – 1) was been administered to measure how the respondents perceive the importance of organisational climate. The respondents were asked to rate the items given in the questionnaire according to the perception choosing any one of the choices given. The choices are as, Quite Unimportant - 1, Unimportant -2, Somewhat Unimportant-3, Neither Important nor Unimportant- 4, Somewhat Important -5, Important – 6, Essential – 7. The distribution of items of the scale of organisational climate importance are role clarity, respect, communication, reward system, career development, planning & decision making, innovation, relationship, team & support, quality of service, conflict management, commitment & morale, training & development and direction. The distribution of the items with regard to dimensions is given in Appendix - 4. The cut off points for the scores received from the respondents (Using measure of central tendency- median) is given in the Appendix - 5.
The Quality of Work Life questionnaire (Appendix – 6) was administered to find the prevailing Quality of Work Life of the respondents in the organisation. The questionnaire is of five-point scale that consists of both positive and negative items. The respondents was asked to make their own choice from the options given, the positive questions weight age for the choices are Strongly Agree –5, agree-4, Undecided –3, Disagree–2 and Strongly Disagree –1. For the negative questions weight age are Strongly Agree –1, Agree –2, Undecided –3, Disagree –4, Strongly Disagree –5. The positive items of the scale are in the serial no. 1,3,4,5,6,7,8,10,11,13,15, 16,17,19,20,22,23,24,25,26,27, 28,29,31,32,33,34,35,36,37,38,40,41,42,46,47,48,50,51,52,53,54,55,56, 58,60,62,63,64,67. The negative items of the scale are in the serial no. 2,9,12,14,18.21,30,39,43,44,45,49,57,59,61,65 and 66. The distribution of items of the scale of quality of work life are adequate & fair compensation, safe & healthy work environment, development of human capacities, growth & security, social integration, constitutionalism, total life space, social relevance and quality of work life feeling. The distribution of the items with regard to dimensions is given in Appendix - 7. The cut off points for the scores received from the respondents (Using measure of central tendency- median) is given in the Appendix - 8.

3.7. RELIABILITY:

The reliability analysis of the organisational climate scale was been carried out separately for agreement and importance rating respectively.
by applying Guttman and Spearman-Brown methods. The correlations co-efficient for agreement scale were 0.813 and 0.776 respectively. The correlations co-efficient for importance scale were 0.871 and 0.871 respectively. Guttman and Spearman Brown method were been applied to find the reliability of Quality of Work Life questionnaire. The correlations co-efficient were 0.867 and 0.927 respectively.

3.8. PILOT STUDY:

The researcher undertook the pilot study to ascertain the feasibility of carrying out the study in Tamilnadu Cements Corporation Limited (TANCEM). The researcher met the General Manger and Personnel Manager, had detailed discussions, and sought suggestions, opinions regarding the research topic and its usefulness to the industry. The managers emphasized the need for the study, as no such studies were been carried out earlier. The sample size required for the study, the mode of data collection and the dates for data collection were been discussed and finalized.

3.9. PRE-TEST:

The questionnaires were applied to a small sample of twenty respondents during the pilot run. The questions in the questionnaire were been explained to the respondents whenever clarifications were needed. Assurances were been made that the data collected will be kept confidential. The researcher made a few additions and deletions in the questionnaire on the responses given by the respondents. The final form
of the questionnaire was accordingly prepared. After proper scrutiny, the questionnaire was ready for application.

3.10. COLLECTION OF DATA:

The final version of the questionnaire was been administered on the sample of 308 respondents. The respondents were met individually in their leisure hours. The aim of the study was clearly explained to them and they were assured about the confidentiality of their responses. Then the scales were been administered individually and data was collected.

3.11. STATISTICAL TECHNIQUES:

The end result of the research study is the accumulation of raw data usually in quantitative form, such data are then summarized and subjected to statistical analysis were made using Statistical Package for Social Sciences. The statistical techniques used for the study were frequency distribution, mean, standard deviation, student “t” test, F-test, Chi-square test, Correlation and Inter-correlation.

3.12. LIMITATIONS AND DELIMITATIONS OF THE STUDY:

The time factor was one of the constraints, which made the researcher to limit the study to one particular industry. The researcher was unable to get permission from other private sectors so the study was limited to the Public sector cement industry at Ariyalur. Only fifty percentage of the population was considered for the study. The findings cannot be generalized to other industries.
The researcher was able to collect data only during breaks. Most of the respondents are from rural background. The departments of the organisation are located distantly, so moving from one department to other took much time.

3.13. CHAPTER SCHEME:

The present study comprised of five chapters as Introduction as the first chapter, Review of Literature as second chapter, Methodology of the study as third chapter, Analysis & Interpretation as fourth chapter and Findings, Discussions and Suggestions as fifth chapter.

The first chapter deals with general introduction about organisational climate and quality of work life.

The second chapter portrait the related concepts, related theories approaches / models, related studies, scope, scope & need of the study and conclusion.

The third chapter concentrates on methodology of the study comprising statement of the problem, aim, objectives, hypothesis, pilot study, operational definitions, design of the study, sampling (area, universe, size of samples, techniques), tools for data collection, pre test, collection of data, statistical design, limitations and delimitations, chapter Scheme and conclusion.

The fourth chapter focuses its attention on analysis and interpretation of the data.
The fifth chapter throws its lights on findings, discussions and suggestions of the study.

**3.14. CONCLUSION :**

The significance of the present study consists in subjecting Organisational Climate in Tamilnadu Cements Corporation Limited (TANCEM) – Ariyalur, in a systematic way, to acute academic analysis, to draw inferential framework for further development of this significant cements corporation organisational climate. In fact, for the preparation of this thesis, the research scholar relied more on primary data than on secondary data. However, to clarify certain points and to know general details relating to the study, employees were also been consulted and some data of general nature were also collected.