

## ORGANISATIONAL CLIMATE AND ITS IMPACT ON WELFARE MEASURES

**Mr.S.Muthukumar,**  
*Research Scholar,  
Management studies, Erode  
Arts & Science college,  
Erode.muthukumaroo27@g  
mail.com, 9688193040.*

**Ms. P. Suriya, MBA**  
*student, Tagore Institute of  
Engineering and  
Technology,  
Deviyakurichi, attur,  
suriyamba037@gmail.com.*

**Ms.A.Sowmiya, MBA**  
*student, Tagore Institute of  
Engineering and  
Technology,  
Deviyakurichi, attur,  
sowmiyaatr@gmail.com*

### ABSTRACT

This paper deals with the organisational climate and its impact on welfare measures. This is useful to know about the welfare measures that are provided in the organization and how it improves the efficiency of the organisation. This study helps to know about the organisational climate and how welfare measures improving the organizational climate.

### Introduction

Organisational climate is one of the most frequently researched topics in the field of organisational behaviour/psychology. And indeed, the concept and framework of organisational climate has evolved over a long time with the earliest existing position on the concept/agenda of organisational climate being traced to (Lewin, Lippitt & White 1939). The work of Lewin, Lippitt and White related leadership with 'social climate', but did not offer any agenda for its measurement. One of the most current references to the organisational climate concept/basis is by Patterson, et al. (2005), who reported the development and validation of a multidimensional quantity of organisational climate. Recently, Kundu (2007) has presented a review of research on the concept and framework of organisational climate.

### OBJECTIVE OF THE STUDY

To ascertain respondents perception towards welfare measures provided to the employees.

### REVIEW OF LITERATURE

**Rajwant Singh (1987)**<sup>7</sup>, states that all the difficulties in the implementation of labour welfare measures must be overcome, before the dawn of the new century is reached. The country must find ways of meeting people's basic needs by giving them access to sources of income, food, education, housing, health and hygiene.

**Rawat (1988)**<sup>8</sup> has attempted an investigatory and analytical study of the state policy on the subject of formulation of legislation relating to labour welfare and implementation of welfare measures and programmes in various industrial sectors in industrial areas in the country. He concludes that there is a need in the country to establish more welfare funds for agricultural, unorganized labour, construction workers, handloom workers, etc., has been done in the case of coal, mica, iron ore and limestone and dolomite mine workers. No efforts to improve the well-being of the toiling workers can be successful so long as they lack legal literacy and remain

**According to Schneider and Reichers, 1990**, organizational climate is defined as an approach to understanding the phenomena that rests on employee perceptions of organizational events, practices, and procedures.

**Baskin and Aronoff, (1992)**, concur stating organizational climate consists of employees' subjective perception of such organizational realities as policy, structure, leadership, standards, values and rules'.

**Finally, Baskin and Aronoff, (1992)**, also note the important connection between climate and motivation, and between climate, creative ability, and performance.

**Research by Schneider, (1994)**, indicated a high correlation between the employees' experience of the service and the customer's experience of the service. He noted the more positive the organization, then the more likely a positive experience for anyone associated with the organization. In other words, the positive effects are passed on interactions with people outside of the organization.

**Schein, (2000)**, as well as Glisson and James, (2002), concur with the emotional aspect noting that organizational

climate is a reflection of each employee’s perception of and emotional responses to their work environment. Organizational climate can be defined as a feeling by the employees of how they perceive that something is being done or how it should be done or how it should be done.

**RESEARCH METHODOLOGY**

**Sampling method**

I used Census sampling method. Population size consists of 158 respondents, those who are working as workers category of the organization, has been considered as sample size.

**Research Design**

The study is descriptive research study. The main purpose of descriptive research is description of the state of affairs as it exists at present. In the present study, descriptive method is used to study the prevailing organizational climate.

**Data analysis and Interpretation**

**Table 1: Welfare Measures (Percentage of Respondents)**

Items measuring Welfare Measures	Not at all true		Rarely true		Sometimes true		mostly true		Always true		Total	
	Percentage	Score Value	Percentage	Score Value	Percentage	Score Value	Percentage	Score Value	Percentage	Score Value		
Availability of doctors and nurses	1.4	8	6.1	34	22.5	126	<b>44.2</b>	248	25.8	145	561	71.0
Dependent on medical staff	3	15	14.5	72	26.5	132	<b>32.9</b>	164	23.1	115	498	63.0
Quality of menu motivate employees to work	1	6	6.5	38	16.4	96	<b>40.3</b>	236	35.8	210	586	74.1
Personal quality facilitate employee development	1.9	11	6	34	18.1	102	<b>43.9</b>	248	30.1	170	565	71.5
Top mgt willing to invest time	3.2	15	13.6	64	<b>39.7</b>	186	35	164	8.5	40	469	59.3
Employees save mental energy for work	2.9	16	6.2	34	17.4	96	<b>42.8</b>	236	30.8	170	552	69.8
<b>Average Percentage</b>												<b>68.1</b>

The above table shows that majority of the respondents are satisfied with the quality and menu of motivate employees to work, the personnel quality in this organization facilitate employee development and availability of doctors and nurses available whenever they needed with percentage of 74.1, 71.5 and 71.0 respectively with score value of 586, 565 and 561 respectively.

Further the respondents are satisfied with the organization about employee welfare to save a lot of their mental energy for work purpose, services of the medical staffs keep employees dependent on them, the top management is willing to invest a considerable part of their time and other resources to ensure the development of employees with percentage of 69.8, 63.0 and 59.3 respectively with score value of 552, 498 and 469 respectively.

Thus respondents are satisfied with the welfare measures provided in the organisation, since 68.1 percentages of respondents are satisfied with the welfare measures provided in the organisation.

**Table 2: Mean Value for Welfare Measures**

Items	Mean	Sd
Availability of doctors and nurses available when needed	3.260	1.277
Services of the medical staffs keep employees dependent on them	3.100	1.162
Quality and menu of food motivates employees to work	3.120	1.179
The personnel policies in this organization facilitate employee development	3.230	1.2
The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees	3.260	1.329
The organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purpose	3.170	1.283
<b>Total</b>	<b>3.190</b>	<b>1.2383</b>

The above table infers that the respondents opine that it's moderately true that availability of doctors and nurses available when needed and the top management is willing to invest a considerable part of their time and other resources to ensure the development of employees with a mean value of 3.260, then the respondents opine that the personnel policies in this organization facilitate employee development with a mean value of 3.230, then the respondents opine that The organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purpose with a mean value of 3.170, then the respondents opine that quality and menu of food motivates employees to work with a mean value of 3.120, then the respondents opine that Services of the medical staffs keep employees dependent on them with a mean value of 3.100. The overall mean for welfare measures available in the company is satisfactory to the employees of SACL with a mean score of **3.190**.

**Table 3: Showing difference between respondents of various age groups and welfare**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.381	3	.127	3.288	.004
Within Groups	37.853	86	.440		
Total	38.233	89			

**Association between Age of the respondents and Welfare measures**

**Null hypothesis:** There is no significant difference between the respondents of different age groups and welfare measures

**Alternate hypothesis:** There is a significant difference between the respondents of different age groups and welfare measures

Since,  $F$  value (3, 86) = 3.288,  $p < .005$ , the null hypothesis is rejected. Hence there is a significant difference between respondents of various age groups and welfare measures.

**Table 4: Association between Age of the respondents and Welfare measures  
Correlation between Experience and Organizational Climate Factors**

Particulars	Pearson Correlation Coefficient (r)	Sig. (2-tailed)
Nature of Work	0.470**	.000
Working condition	0.526**	.000
Welfare Measures	0.319**	.000
Performance Management	0.281**	.000
Employee Development	0.374**	.000

\*\* Correlation is significant at the 0.01 level (2-tailed).



The above table illustrates the Pearson correlation coefficients for respondents' experience and the factors of organizational climate. Respondents' experience is positively correlated to the factors of organizational climate, significant at 1 percent level and with 2-tailed test. It can also be inferred that among factors of organizational climate working condition is highly correlated to working condition with coefficient value of 0.526, the nature of work with coefficient value of 0.470. The employee development is incurred with coefficient value of 0.374, the next is welfare measures with coefficient value of 0.319 and finally performance management has the least value of coefficient 0.281.

### Conclusion

Perception changes from person to person. Management may be able to change the procedures or approaches to improve the employee's position and organizational climate through the participation of workers. Relationship of the employees with management may be enhanced by reducing the negative perception among the employees. This improvement may attribute to prosperity of the company through profit and that of the employees through enhanced quality of work life. A suitable working climate musters sincerity of the workers. This employees' positive perception towards the organizational climate is necessary irrespective of the organizations. The organizational climate should be conducive both to the employer and the employees.

### References

1. Baskin, O. & Aronoff, C. (1992). Public relations: the profession and the practice. Dubuque: Brown Publishers.
2. Cook, R. A & Rousseau, D.M. (1988). Behavioral norms and expectations: quantitative approach to the assessment of organizational culture. *Group and organization Studies*, 245-27.
3. Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350-383.
4. Rajwant Singh (1987). Planning for HRD in the 21st Century, New Delhi, Deep and Deep Publications, p.242.
5. Rawat, B.D (1988). Labour Welfarism in India: Problems and Prospects, Jaipur, RBSA Publishers.
6. Schneider, B & Reichers, A.E. (1990). Climate and culture: an evolution of constructs. In B. Schneider (Ed), *Organizational climate and culture*. San Francisco: Jersey-Bass.
7. Sleutel, M.R. (2000. February). Climate, culture, context, or work environment? Organizational factors that influences nursing practice. Retrieved April4, 2005 from <http://www.nursingcenter.com>