ORGANISATIONAL CLIMATE OF CEMENT INDUSTRY IN ARIYALUR DISTRICT – AN OVERVIEW

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ABSTRACT

The nature and the color of organizational climate must be changed according to nature, type, volume and ownership of the organization. As a social researcher we can see and pinpoint several changes and the influencers of the changes recognition must in the organizational climate on a day- to -day basis. As per the earlier statement, the organizational climate of each and every concern must be put under 360 degree of monitoring and the happened changes must be noticed, because the organizational climate is acting as a mirror and it reflects the whole things under its previous domine. No social researcher can exactly locate and pinpoint the reassures for the changes in organizational climate; however the organizational climate need to thoroughly go through its whole phases and the required amount of recognition must be pumped into the organizational climate of all organization. . The working atmosphere / environment and freedom and rights of the employees of a public limited and private limited companies are naturally getting changed and we can't say that the level of organizational climate between these two working atmosphere same and uniform.

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INTRODUCTION

Organizational Climate is about the perceptions of the climate and about absolute measures. The 'Climate' may be regarded in absolute terms and measured by instruments, but is 'felt' differently by individuals.   The absolute climate may suit one person and not another. All organizational theoreticians and researchers unanimously agree that a social Climate is extremely important for the ultimate achievement of organizational goals. Organizational Climate though abstract in concept, is normally associated with job performance and job satisfaction and morale of the employee's climate. Organizations like fingerprints and snowflakes are always unique. Each of its own traditions, methods of action and culture, that in there totality comprises its climate for people.

DIMENSIONS OF ORGANISATIONAL CLIMATE:

People in organizations encounter thousands of events, practices and procedures; they perceive these events in related sets. Thus, as proposed by Schneider and Reichers (1983), a work setting has numerous climates and these climates are for service, safety as a climate for achievement. What are the dimensions of organizational climate? It is indeed surprising those two decades of considerable research effort there is yet no agreement about a common set of dimensions of organizational climate. As shown, it is so great that it is impossible to consider any one set as typical. All is categorized into three board groups as follows (Goyal, P.R. 1973):

1.   Leadership function
2.   Structural properties
3.   Employee satisfaction

IMPACT OF ORGANIZATIONAL CLIMATE:

Organizational climate has a major influence in human performance though its impact on individual motivation and job satisfaction. It does this by enacting certain kinds of expectancies about what consequences will follow from different actions. Individual in the organization have certain expectations and fulfillment of these expectations depends upon their perceptions as to how the organizational climate suits to the satisfaction of their needs. This organizational climate provides a type of work environment in which individual feels satisfied or dissatisfied. Since satisfaction of individual goes a long way in determining his efficiency. Organizational

climate can also be said that it is directly related with his performance in the organization. There are four mechanisms by which organizational climate affect performance, satisfaction and attitudes of people in the organization.

STATEMENT OF THE PROBLEM

The term organizational climate is a key and it can lock and unlock the progress and overall performance of any concern. It describes and reflects the holistic nature and status of an organization. Considerable and enough amounts of researches have been already carried out in this context (organization climate) and too many different out comes were came out. Likewise, all those researchers have been identified and deployed so many variables / factors which are indicated the organizational climate in different atmosphere/ environment. All those earlier researchers and researches have been applied many uniform variables like leadership , structure of the organization, employees satisfaction, quality of work life , trust, conflict, moral, rewards, resistance to change and communication etc., and they were included some other strangling / new variable in their researchers according to their environment. However, the research regarding any concept/title is a never ending process and stick with this truth and basics the research regarding the organizational climate is continues throughout the globe and concerns in different dimensions The researcher is being interested to notice the current status of organizational climate of cement industry. That is why she has been decided read to coin this research title. The researcher is being residing at Ariyalur and she felt that how the organizational climate is prevailing in cement industry. The Indian cement industry had been started to boom and gilt as soon as the LPG was come into the force. At the same time the public ltd companies are unable to face the competition threats from the private companies because of they are having optimum capital structure, well balanced market team, up dated technology and government policy.

SIGNIFICANCE OF THE STUDY

This study is attracting itself more importance from all sectors especially the peoples connecting with public and Pvt Ltd., organizations in cement industry because, the close watch about the organizational climate and due changes injected into organizational climate are the two major pillars of all successful organizations. The maintenance of suitable organizational climate

is basically a tough challenge and it requires a set of well stuffed strategies. In fact the organizational climate of a company is being suffered by more amounts of external and internal variables and most of the variables are looking uncontrollable. The working as well as over all environment (ie Organizational climate) of as well as Pvt Ltd companies are looking most changeable because of due to the existence and won existence of bargaining powers of workers. Above all, during this current scenario the competition which is emerged by the private players is also an important factor to motivate the changes on organizational climate of public limited companies. Due to the pressures which are emerged by the private players, the public limited companies have to undergo many changes in terms of stability, creativity, innovation, communication and effectiveness and all these changes brings many meaningful impacts on organizational climate and all those impacts need to be scanned and identified

Objectives:

o   To find out the existing organizational climate and quality of work life perceived by the employees in cement industry

o   To analyses the various dimensions of organizational climate and quality of work life.

Variables of Organizational Climate and Quality of Work Life

Some importance variables of Organizational Climate and Quality of Work Life are Role Clarity, Respect Communication, Reward System Career, Development Planning and Decision Making, Innovation Relationship, Team and Support, Quality of Service, Conflict Management, Commitment and Morale, Training and Development, Direction, Adequate and Fair Compensation, Safe and Healthy Work Environment, Development of Human Capacities, Growth and Security, Social Integration, Constitutionalism, Total Life space Social Relevance, and QWL Feeling.

Hypothesis framed (Null Hypothesis)

For Organizational Climate and Quality of Work Life

•   Employees do not differ significantly with respect to their company where they are working towards various factors of Organizational Climate

- Employees do not differ significantly with respect to their company where they are working towards various factors of Quality of Work Life

Main survey and Sampling Methodology

Working force (Population) of the selected Companies :

The working force (Population) of selected three companies have been carefully identified and accounted in the following paragraph.

The total working force (permanent) of TANCEM is 375, and in BIRLA is 368 and in RAMCO is 346. The survey was done in selected all three companies. The data were collected randomly from employees from all the three companies. Since, it is a comparison among three companies that is why the equal sample size has been taken from each company. The sample has been selected based on random sampling method.

JUSTIFICATION FOR SAMPLING TECHNIQUES

This study is intended to compare the organizational climate of select three companies. So as per the statistical basis the respondents must be given equal weight age in case of comparative study. Because when the sample size is looking disagree the significance of the outcomes may be discriminated. In this study the researcher had administrated one schedule and questionnaire. The schedule is a data collection tool which is going to circulated among the employees and questionnaire is an another data collection tool and which is going to secured among the employers. The researcher had confidently felt that the survey of the equal number of respondents is very essential for bringing out valid and reliable out comes. Though the researcher had applied simple random sampling, However almost weight age equal had been given for the respondents of all three companies.

Sampling plan

Name of the company	No. of respondents
TANCEM	200
BIRLA	200
RAMCO	200

Position of Employees in TANCEM, BIRLA, & RAMCO (Grade Wise)

Name of the company	Number of employees			Total
	Executive level	Officers	Workers	
TANCEM	42	67	266	375
BIRLA	45	59	264	368
RAMCO	51	64	231	346
TOTAL	138	190	761	1089

Position Of Respondents in TANCEM ,BIRLA &RAMCO (Grade Wise)

Name of the company	Number of Respondents			Total
	Executive level	Officers	Workers	
TANCEM	26	72	102	200
BIRLA	28	73	99	200
RAMCO	38	72	90	200
TOTAL	92	217	291	600

The researcher had distributed 92 questionnaires and 508 schedule (600) among the randomly selected employer and employees of all three companies (i.e. 200 questionnaires for each company). Due to providing of enough time and regular meeting and discussion with the respondents helped the researcher to collect all 600 schedule and questionnaires from the distributed respondents. Hence the exact sample population is 600 respondents for this study. After completing the data collection, the data were analyzed while using SPSS Package.

Statistical tools used in this Research

In order to analyze the data, the following statistical tools are used by the researcher. The outputs of the analysis are given in the next chapter.

1.   Arithmetic Mean

2.   t-test

3.   Analysis of Variance (ANOVA)

4.   Regression Analysis

REVIEW OF LITERATURE

      Yoder, Debra .M. (2005) in an era of unprecedented challenges and rapid change, community colleges need effective leadership that brings out the best in people, organizations, and communities. The qualitative study was based on interpretive research using appreciative inquiry (AI). AI is based on social constructivist theory and is a collaborative and highly participative approach to inquiry. AI is action research that is a radically affirmative approach searching for the best in people and their organizations. It involves systematic discovery of what gives a system life when it is more effective

Alan M. Saks, Monica Belcourt, (2006) have investigated the extent to which organizations implement training activities for facilitating the transfer of training before during and after training and the relationship between these activities and the transfer of training across organizations. Training professionals from 150 organizations reported that 62%, 44%, and 34% of employees apply training material on the job immediately six months, and one year after training

Frans Berkhout, Julia Hertin and David, M.Gann (2006) it argues analysis of human adaptation to climate change should be based on realistic models of adaptive behaviour at the level of organizations and individuals. The study sets out a framework for analyzing adaptation to the direct and indirect impacts of climate changes in business organizations with new evidence presented from empirical research into adaptation in nine case-study companies. It argues that adaptation to climate change has many similarities with processes of organizational learning. The study suggests that business organizations face a number of obstacles in learning how to adapt to climate change impacts especially in relation to the weakness and ambiguity of signals about climate changes and the uncertainly about benefits flowing from adaptation measures.

Lim, Doo Hun and Morris, Michael. L. (2006) this study examines the effect of transfer variables on trainee characteristics, instructional satisfaction, and organizational factors of

perceived learning and training transfer made by a group of trainees who attended a financial training program conducted for a Korean conglomerate. Data analyses revealed several variables in the three domains that significantly influenced the trainees' perceived learning and learning transfer immediately after and three months after the training.

Louis, Karen Seashore et al., (2007) the study attempts to explore the effects of organizational and work-group characteristics on the socialization of new scientists. It focuses on the experiences of graduate students and postdoctoral fellows in science. The authors choose to look at outcomes that reflect behaviours (early productivity) and attitudes (willingness to share research findings) since both likely have an impact on the future attitudes and behaviour of individuals once they enter the scientific work force. The first point suggested by the data is that the "local setting matters" in graduate education. For both of the outcome variables, a limited number of indicators of organizational structure and climate predict a relatively robust percentage of the variance. Although the rewards of science, from grants to the Nobel Prize, go to individuals, there is evidence that graduate students and postdoctoral fellows who find themselves in the right kind of work setting may have a leg up in their trajectories toward becoming successful scientists

Debra A. Major, Thomas D. Fletcher, Donald D. Davis, Kisa M. Germano (2008) have tested a multilevel model examine the influence of work family culture and supportive workplace relationships on work interference with family. Web based survey data were provided by 792 information technology employees from 10 organizations. Random coefficient modeling was used to test a path model examining and relationships between work-family culture leader member exchange (LMX) coworker support, and work interference with family. The direct effects of LMX and coworker support, and work interference with family were significant.

John O. Okpara, Pamela Wynn, (2008) examines the impact of ethical climate on job satisfaction and organizational commitment in Nigeria, and to discover the extent to which unethical practices among managers have impacted upon managerial practices in Nigeria. The researcher had adopted descriptive research design using survey methods with statistical treatment. Using the business directory of companies in Nigeria, a sample of 409 managers was

drawn using systematic random sampling technique, Multiple regression analysis and Pearsion's product moment correlation were used to accesses the influence of ethical climate types on job satisfaction and organizational commitment. The study revealed that there was a relationship between organizational ethical climate and facts of job satisfaction. It was also found that ethical climate types explained 58% of the variation in overall job satisfaction. Also, the correlation between ethical climate types and organizational commitment was positive and significant.

Scott G. Isaksen, Goran Ekvall (2010) believes that part of managing for innovation is creating the appropriate climate so that people can share and build upon each others ideas and suggestions. Yet, there are increasing pressures and potential unproductive levels of tension within organizations. The authors try to point out the distinction between two forms of tension that appear within the research on organizational climates for creativity as well as the conflict management literature. The debate dimension is described as reflecting a more productive idea tension and the conflict dimension suggests a more non-productive personal tension. A series of studies, across multiple levels of analysis are summarized and a new study is report in under to highlight the finding that relatively higher levels of Debate, and Lower levels of conflict are more conducive to organizational creativity and innovation

Harry J. Martin (2010) Says, although billions of dollars are spent annually on training and development, much about the transfer processes is not well understood. So the author has investigated the interaction of workplace climate and peer support on the transfer of learning in a corporate field setting. Supervisor ratings of performance on several skill dimensions were obtained before and after training. Trainees in a division with a more favorable climate and those with greater peer support showed greater improvement

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Goudwaard and Andries (2006) studied the relationship between the employment status and working conditions. They used data from the third European Survey on working conditions to look at changes in employment relations between 1996 and 2000. It analyses the relationship between employment status and working conditions. The concept of employment status is two-dimensional. The research distinguishes between two types of employment contracts; permanent or open ended. IT distinguishes between full time and part time employees. These two dimensions are linked together, with a higher proportion of part time European foundation for the improvement of living and working conditions. The multivariate analysis has been done taking into account several characteristic such as sector, occupation, sex, age. The findings including the notion that employment status is not the only variable that may lead to poor working conditions. Stress appears to be most prevalent (41%) among non quality blue-collar and white-collar female workers. Strong intensification in work and less discussion within the work group are major factors that accentuate stress. 62% of employs whose relations with co-workers have been decreased and they are found to be more stressed. The survey reveals that the working conditions differ according to each socio professional category. Its impact particularly depends on the quality of interaction between employer and employee in the company's work organization structures.

Routray and Satpathy (2007) attempt to analyze the occupational stress experienced by the library and information science professionals in a digital library environment. According to their

stress can create negative/positive feelings on professionals. A positive influence of stress will result in new awareness and exciting new perspective. Whereas a negative influence may result in distrust, rejection, anger, depression which in turn leads related variables, such as leadership support, role conflict, role ambiguity, and stress, are better predictors of commitment and job satisfaction than are demographic variables. Findings were similar for general and special educators.

Topper(2008) The literature reviews of psychological and sociological studies of job satisfaction in general and specifically for library workers were under taken by **Topper(2008)**. The investigation was primarily intended to measure the job satisfaction among library workers. It revealed that the library workers are very satisfied in their job. It also underlined the fact that job satisfaction should be the key factor for recruitment of the next generation library workers.

Edwards ,J.,Van laar ,D.L &Easton ,S.(2009). Regular assessment of quality of work life can potentially provide organization with important information about the welfare of their employees, such as job satisfaction, general well-being, work related stress and the home-work interface.

Mentz (2010) conducted a study to determine the quality of work life of teachers in farm schools in South Africa. The sample consists of 60 teachers in 15 farm schools. Findings which indicate that teachers in rural schools are generally satisfied with circumstances and enjoy teaching; they are satisfied with classroom size, physical facilities and teacher student relations

Analysis, Result and Discussion about the Organizational Climate of Cement Industry in Ariyalur District

The analysis is going to proceed according to the hierarchy of information which are placed in the questionnaire. Secondly as per the objectives, the hypothesis were designed and the designed hypothesis are going to test according to its hierarchy and relevance. In the very first step of the analysis, all the demographic variables are taken for the analysis with the help of frequency and percentage distribution. For each and every analysis, as soon as the analysis is over the detailed amount of interpretation and possible discussion are incorporated. Equal as well as rational

amount of weightage have been given for each and every variable of the research title.   The statistical tools which are going to used for analysis are:

   1.Arithemetic mean

   2. t-Test

   3.ANOVA

   4.Regression Analysis.

Objective : *To find out the existing organizational climate and quality of work life perceived by the employees.*

Table 1

Mean and Standard Deviation of various factors of Organization Culture

Factors	Mean	SD
Role Clarity	5.07	0.90
Respect	4.91	1.24
Communication	4.90	0.87
Reward System	4.65	1.00
Career Development	4.09	1.11
Planning and Decision Making	4.59	0.85
Innovation	4.00	1.34
Relationship	4.44	1.10
Team and Support	4.85	0.87
Quality of Service	4.82	1.24
Conflict Management	4.22	1.39
Commitment and Morale	4.79	0.94
Training and Development	4.61	0.95
Direction	4.74	1.04

The above table shows that the mean and standard deviation of various factors of organizational climate. Each factor is measured in 7point scale wherein the minimum and maximum value depends on the number of statements used to measure the factor. It is noted that the employees have more role clarity (mean = 5.07; SD = 0.90) which means that they know their role in the organization, which is followed by respect (mean = 4.91; SD = 1.24) and communication (mean

= 4.90; SD = 0.87). Team and support (mean = 4.85; SD = 0.87), and quality of service (mean = 4.82; SD = 1.24) are satisfactory in the organization which is followed by commitment and morale (mean = 4.79; SD = 0.94), direction (mean = 4.74; SD = 1.04) and reward system (mean = 4.65; SD = 1.00). However, employees have neutral opinion towards innovation (mean = 4.00; SD = 1.34), career development (mean = 4.09; SD = 1.11), and conflict management (mean = 4.22; SD = 1.39).

Table 2

Mean and Standard Deviation of various factors of Quality of Work-Life

QWL Factors	Mean	SD
Adequate and Fair Compensation	3.28	0.65
Safe and Healthy Work Environment	3.22	0.70
Development of Human Capacities	3.50	0.47
Growth and Security	3.49	0.42
Social Integration	3.55	0.49
Constitutionalism	3.49	0.81
Total Life space	2.89	0.70
Social Relevance	3.46	0.51
QWL Feeling	3.50	0.45

Mean and standard deviations are given in the above table for the factors of quality of work-life. Each variable is measured with five point scale where the individual variable differs in the number of statements from others. Among the different variables, social integration (mean = 3.55; SD = 0.49) becomes top priority given by the employees followed by development of human capacities (mean = 3.50; SD = 0.47), quality of work-life feeling (mean = 3.50; SD = 0.45), growth and security (mean = 3.49; SD = 0.42), and constitutionalism (mean = 3.49; SD = 0.81). However, respondents do not favour of total life space (mean = 2.89; SD = 0.70) and gave poor response to safe and healthy work environment (mean = 3.22; SD = 0.70), adequate and fair compensation (mean = 3.28; SD = 0.65), and social relevance (mean = 3.46; SD = 0.51).

Objective : To analyze the various dimensions of organizational climate and quality of work life

Table 3

Overall Regression table showing the inflence of Quality of Work life factor towards organizational climate Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.531(a)	.282	.271	.60349

a Predictors: (Constant), QWL Feeling, Safe and healthy Work Environment, Social Integration, Total Life Space, Adequate and Fair Compensation, Growth and Security, Social Relevance, Constitutionalism, Development of Human Capacities

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	84.206	9	9.356	25.689	.000(a)
Residual	214.881	590	.364		
Total	**299.087**	**599**			

a   **Predictors:** (Constant), QWL Feeling, Safe and healthy Work Environment, Social Integration, Total Life Space, Adequate and Fair Compensation, Growth and Security, Social Relevance, Constitutionalism, Development of Human Capacities

b **Dependent Variable**: Organization Climate

Coefficients

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std, Error	Beta		
(Constant)	1.157	.306		3.784	.000
Adequate and Fair Compensation	.168	.044	.157	3.845	.000
Safe and healthy Work Environment	-.033	.039	-.033	-.857	.392
Development of Human Capacities	-.312	.085	-.210	-3.689	.000
Growth and Security	.211	.073	.125	2.907	.004
Social Integration	.130	.062	.093	2.105	.036

Constitutionalism	.080	.049	.093	1.640	.102
Total Life Space	.138	.039	.138	3.537	.000
Social Relevance	.316	.065	.234	4.884	.000
QWL Feeling	.311	.066	.203	4.736	.000

a Dependent Variable: Organization Climate

Regression analysis is given in the table for the items that determine organization climate of cement industries. Previous tables show the individual influence of demographic variables on organizational climate and on quality of work life. But one of the important determinants of organization climate is quality of work life. However, the quality of work life is measured and determined by different attributes. Hence, the nine attributes that determine quality of work life has been taken as independent variable and organizational climate is considered as dependent variable. In order to find out which attribute of quality of work life highly influence organizational climate, regression analysis has been carried out. This analysis has been carried out individually for each company chosen viz. TANCEM, BIRLA, RAMCO and also for overall cement industry.

The above table represents that the results of multiple regression where the value of co-efficient of regression determination (R^2) is 0.282 which implies that 28.2 percent of the variation on organization climate is explained by the independent variables. To check whether this R^2 is statistically significant, ANOVA is performed. The F value obtained is 25.689 ($P < 0.001$) and hence it is concluded that the independent variables significantly influence the dependant variable. Table reveals that adequate and fair compensation ($t = 3.845$; $p < 0.001$), development of human capacities ($t = -3.689$; $p < 0.001$), growth and security ($t = 2.907$; $p = 0.004$), social integration ($t = 2.105$; $p = 0.036$), total life space ($t = 3.537$; $p < 0.001$), social relevance ($t = 4.884$; $p < 0.001$) and QWL feeling ($t = 4.736$; $p < 0.001$) are most significant variables in determining the organization climate. Though other variables influence organization climate, but the results are not significant.

It is concluded from the regression result that among the nine independent variables taken for the study, only two variables do not significantly influence organization climate. However, among the influencing variables, 'social relevance' has been considered as the most influencing

variables, followed by 'QWL feeling', 'adequate and fair compensation', 'development of human capacities', 'total life space', 'growth and security', and 'social integration'. Hence, cement companies should concentrate on the above mentioned variables because they are considered as very important in determining good organization climate in cement industries.

Table4

Regression Table Showing the Inflence Of QWL Factors Towards Organizatioal climate (TANCEM)

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.497(a)	.247	.212	.63612

a   Predictors: (Constant), QWL Feeling, Safe and healthy Work Environment, Growth and Security, Adequate and Fair Compensation, Social Integration, Total Life Space, Social Relevance, Development of Human Capacities, Constitutionalism

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	25.259	9	2.807	6.936	.000(a)
Residual	76.883	190	.405		
Total	102.142	199			

a   Predictors: (Constant), QWL Feeling, Safe and healthy Work Environment, Growth and Security, Adequate and Fair Compensation, Social Integration, Total Life Space, Social Relevance, Development of Human Capacities, Constitutionalism

b Dependent Variable: Organization Climate

Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.094	.647		.145	.885
Adequate and Fair Compensation	.187	.072	.178	2.583	.011

Safe and healthy Work Environment	-.040	.060	-.044	-.660	.510
Development of Human Capacities	-.174	.147	-.110	-1.187	.237
Growth and Security	.360	.123	.201	2.933	.004
Social Integration	.210	.115	.145	1.830	.069
Constitutionalism	.057	.087	.063	.647	.519
Total Life Space	.131	.069	.129	1.911	.057
Social Relevance	.109	.101	.081	1.082	.281
QWL Feeling	.403	.112	.252	3.583	.000

a Dependent Variable: Organization Climate

Regression analysis is given in the table for the items that determine organization climate of cement industries with respect to TANCEM. Previous table show the influence of quality of work life variables on organizational climate has been given for the entire cement industries. But, it is important to have how quality of work life variables influences the organizational climate in each cement industry taken for the study. Hence, the nine attributes that determine quality of work life has been taken as independent variable and organizational climate is considered as dependent variable. In order to find out which attribute of quality of work life highly influence organizational climate, regression analysis has been carried out. This analysis has been carried out only for TANCEM.

The above table represents that the results of multiple regression where the value of co-efficient of regression determination (R^2) is 0.247 which implies that 24.7 percent of the variation on organization climate is explained by the independent variables. To check whether this R^2 is statistically significant, ANOVA is performed. The F value obtained is 6.936 (P < 0.001) and hence it is concluded that the independent variables significantly influence the dependant variable. Table reveals that adequate and fair compensation (t = 3.845; p < 0.001), growth and security (t = 2.907; p = 0.004) and QWL feeling (t = 4.736; p < 0.001) are most significant variables in determining the organization climate in TANCEM. Though other variables influence organization climate, but the results are not significant.

It is concluded from the regression result that among the nine independent variables taken for the study, only three variables have significantly influence organization climate. However, among the influencing variables, 'QWL feeling' has been considered as the most influencing variables, followed by 'growth and security', and 'adequate and fair compensation'. Hence, TANCEM should create feeling among its employees that they have good work life in their organization which leads to good organization climate. Moreover, in public limited company security is one of the important factors and hence the employees consider this factor for having good organization climate. In addition to that the company will provide adequate and fair compensation to its employees which are one of the factors for having good organization climate. However, the TANCEM needs to give importance to other variables as they indirectly influence the organization climate.

Table 5

Regression Table Showing the Inflence Of QWL Factors Towards Organizational Climate BIRLA

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.593(a)	.352	.321	.59847

a Predictors: (Constant), QWL Feeling, Safe and healthy Work Environment, Social Integration, Adequate and Fair Compensation, Total Life Space, Constitutionalism, Growth and Security, Social Relevance, Development of Human Capacities

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	36.995	9	4.111	11.477	.000(a)
Residual	68.052	190	.358		
Total	105.047	199			

a   Predictors: (Constant), QWL Feeling, Safe and healthy Work Environment, Social Integration, Adequate and Fair Compensation, Total Life Space, Constitutionalism, Growth and Security, Social Relevance, Development of Human Capacities

b Dependent Variable: Organization Climate

Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.481	.545		2.716	.007
Adequate and Fair Compensation	.353	.081	.312	4.349	.000
Safe and healthy Work Environment	-.070	.068	-.070	-1.033	.303
Development of Human Capacities	-.474	.156	-.297	-3.032	.003
Growth and Security	.262	.145	.146	1.801	.073
Social Integration	-.024	.100	-.016	-.239	.811
Constitutionalism	.194	.079	.217	2.455	.015
Total Life Space	.202	.073	.196	2.754	.006
Social Relevance	.216	.131	.157	1.644	.102
QWL Feeling	.308	.119	.196	2.586	.010

a **Dependent Variable**: Organization Climate

The above table denotes that regression analysis for the items that determine organization climate of cement industries with respect to BIRLA. Here, the nine variables that determine quality of work life have been taken as independent variable and organizational climate is considered as dependent variable. In order to find out which attribute of quality of work life highly influence organizational climate, regression analysis has been carried out. This analysis has been carried out only for BIRLA Cement Company.

The above table represents that the results of multiple regression where the value of co-efficient of regression determination (R^2) is 0.352 which implies that 35.2 percent of the variation on organization climate is explained by the independent variables. To check whether this R^2 is statistically significant, ANOVA is performed. The F value obtained is 11.477 (P < 0.001) and hence it is concluded that the independent variables significantly influence the dependant variable. Table reveals that adequate and fair compensation (t = 4.349; p < 0.001),

development of human capacities (t = -3.302; p = 0.003), constitutionalism (t = 2.455; p = 0.015), total life space (t = 2.754; p = 0.006), and QWL feeling (t = 2.586; p = 0.010) are most significant variables in determining the organization climate in BIRLA. Though other variables influence organization climate, but the results are not significant.

It is concluded from the regression result that among the nine independent variables taken for the study, five variables have significantly influence organization climate in BIRLA. However, among the influencing variables, 'adequate and fair compensation' has been considered as the most influencing variables, followed by 'development of human capacities', 'total life space', 'QWL feeling', and 'constitutionalism'. Since, being a private company, BIRLA will pay good salary to their employees and hence, this variable has been rated as very much important in determining organization climate. Moreover, BIRLA has separate department to take care of their employee's development and capabilities. They also follow rule prescribed by the Companies Act. However, some other factors that constitute quality of work life should also be considered by BIRLA for having good organization climate.

Table 6

Regression Table Showing the Inflence Of Qwl Factors Towards Oranizational climate (RAMCO)

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.627(a)	.393	.364	.52246

a Predictors: (Constant), QWL Feeling, Safe and healthy Work Environment, Constitutionalism, Total Life Space, Adequate and Fair Compensation, Growth and Security, Social Relevance, Social Integration, Development of Human Capacities.

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	33.604	9	3.734	13.679	.000(a)
Residual	51.863	190	.273		
Total	**85.467**	**199**			

a   Predictors: (Constant), QWL Feeling, Safe and healthy Work Environment, Constitutionalism, Total Life Space, Adequate and Fair Compensation, Growth and Security, Social Relevance, Social Integration, Development of Human Capacities

b Dependent Variable: Organization Climate

Coefficients (a)

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	1.714	.459		3.734	.000
Adequate and Fair Compensation	.181	.082	.177	2.217	.028
Safe and healthy Work Environment	-.105	.083	-.084	-1.266	.207
Development of Human Capacities	-.449	.141	-.350	-3.190	.002
Growth and Security	.139	.130	.093	1.063	.289
Social Integration	.011	.130	.009	.088	.930
Constitutionalism	.061	.090	.079	.679	.498
Total Life Space	.114	.065	.124	1.750	.082
Social Relevance	.507	.142	.385	3.579	.000
QWL Feeling	.409	.121	.282	3.376	.001

a Dependent Variable: Organization Climate

The above table denotes that the regression analysis for the items that determine organization climate of cement industries with respect to RAMCO. Here, the nine variables that determine quality of work life have been taken as independent variable and organizational climate is considered as dependent variable. In order to find out which attribute of quality of work life highly influence organizational climate, regression analysis has been carried out. This analysis has been carried out only for RAMCO Cement Company.

The above table represents that the results of multiple regression where the value of co-efficient of regression determination (R^2) is 0.393 which implies that 39.3 percent of the

variation on organization climate is explained by the independent variables. To check whether this R^2 is statistically significant, ANOVA is performed. The F value obtained is 13.679 (P < 0.001) and hence it is concluded that the independent variables significantly influence the dependant variable. Table reveals that adequate and fair compensation (t = 2.217; p = 0.028), development of human capacities (t = -3.190; p = 0.002), social relevance (t = 3.579; p < 0.001) and QWL feeling (t = 3.376; p = 0.001) are most significant variables in determining the organization climate in RAMCO. Though other variables influence organization climate, but the results are not significant.

It is concluded from the regression result that among the nine independent variables taken for the study, only four variables have significantly influence organization climate. However, among the influencing variables, 'social relevance' has been considered as the most influencing variables, followed by 'QWL feeling', 'adequate and fair compensation', and 'development of human capacities'. Since, corporate social responsibilities is the new trend followed by organization, RAMCO also developed social relevance apart from its regular production, which enable its employees to have pride of working in the organization. This is the basic reason for having good organization climate in RAMCO. In addition to this, employees feel that they work in a company which has good quality of work life. Being a private company they provide all benefits to their employees apart from developing human capabilities. Hence, RAMCO should concentrate on the above mentioned variables in addition to that it should concentrate on other variables to a good organization climate.

FINDINGS

1.   With regard to overall analysis, adequate and fair compensation, development of human capacities, growth and security, social integration, total life space, social relevance and QWL feeling are most significant variables in determining the organization climate. It is concluded from the regression result that among the nine independent variables taken for the study, only two variables do not significantly influence organization climate. However, among the influencing variables, 'social relevance' has been considered as the most influencing variables, followed by 'QWL feeling', 'adequate and fair compensation', 'development of human capacities', 'total life space', 'growth and security', and 'social integration'.

2.   Regarding TANCEM, adequate and fair compensation, growth and security and QWL feeling are most significant variables in determining the organization climate in TANCEM. Though other variables influence organization climate, but the results are not significant. Among the nine independent variables taken for the study, only three variables have significantly influence organization climate. However, among the influencing variables, 'QWL feeling' has been considered as the most influencing variables, followed by 'growth and security', and 'adequate and fair compensation'.

3.   As far as BIRLA is concerned, adequate and fair compensation, development of human capacities, constitutionalism, total life space, and QWL feeling are most significant variables in determining the organization climate in BIRLA. It is concluded from the regression result that among the nine independent variables taken for the study, five variables have significantly influence organization climate in BIRLA. However, among the influencing variables, 'adequate and fair compensation' has been considered as the most influencing variables, followed by 'development of human capacities', 'total life space', 'QWL feeling', and 'constitutionalism'.

With regard to RAMCO, adequate and fair compensation, development of human capacities, constitutionalism, total life space, and QWL feeling are most significant variables in determining the organization climate in BIRLA. Among the influencing variables, 'adequate and fair compensation' has been considered as the most influencing variables, followed by 'development of human capacities', 'total life space', 'QWL feeling', and 'constitution

SUGGESTIONS

As QWL feeling is most influencing variables of organizational climate in TANCEM, the company should create feeling among its employees that they have good work life in their organization which leads to good organization climate. In addition to that the company needs to provide adequate and fair compensation to its employees which are one of the factors for having good organization climate.Companies need to specify the quality of service provided to its lower level employees and middle level employees, and keep on preaching on quality aspects, because nowadays people are giving importance to quality aspects both in product and also in service. Since, the QWL feeling is more in public companies compared to private companies, the private companies need to create the feeling of good quality of work life by satisfying the employee's requirements .Frequent training and development of lower level employees will enhance their

commitment and involvement and they can understand the "know-how" and "Know-why" concepts which will enable them to perform well in the organization. Of course these are the small aspects which have big variation in organizational climate.

CONCLUSION

Success of any business rests on the employees work performance, which in turn depend on several factors and one among them is organizational climate. A good organizational climate occurs when employees satisfied in different aspects. This study found out how different factors influence organizational climate of cement industry. When an employee clearly identifies his role, communicates freely, take decision on his own, having good relationship with peers, committed to his job, innovate ideas, manage conflicts, work as a team and give respect to his subordinates his value will increase. This value will bring more rewards to him which results in job satisfaction. High Job satisfaction leads to favorable and good organizational climate. In addition to this, quality of work life of employees from the perspective of management like providing adequate and fair compensation, safe and healthy work environment, developing their capacities, providing growth and security for the employees, and creating social integration environment will enhance the employee's involvement and commitment towards his work. Good quality of work life will also result in favorable organizational climate. This study concludes that the importance should be given to lower level employees and less experienced persons to improve their performance by providing proper training in various aspects of organization. If employees feel that the company is our own company; we should work for it to raise the standards and to compete with other companies then the quality of work life will be good and organizational climate will also be good.

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