EMPIRICAL STUDY ON MANAGERIAL FACTORS INVOLVED IN ORGANISATIONAL CLIMATE: A CASE OF SOUTHERN RAILWAY, GOLDEN ROCK, TAMILNADU

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Abstract

This study examines the organizational climate – a key factor for the sustainable development of workplace. Organizational climate consists of seven factors namely communication, training and development, teamwork, role and responsibility, work environment, safety measures and human relations. The population of the study consists of employees working in Southern Railway, Golden Rock, Tiruchirappalli. The sample size for the study is 423, by adopting proportionate stratified random sampling technique. Analysis was used to examine the association and significant relationship between selected personal profile of the respondents with organizational climate factors and its inter-relationship in study unit. The organisational climate factors provided by the organization enable employees more committed and contributed to better performance and satisfaction. Communication motivates to work in a challenging work environment.

Key factors: Organisational Climate, Communication, Training and Development, Teamwork, Role and Responsibility, Work Environment, Safety Measures and Human Relations.

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INTRODUCTION

Organisational Climate helps the employees to perform their duties and responsibilities towards successful achievement of organisational goals and objectives. Organisational Climate not only facilitates employees' participation in decision making process but also enhances the communication mechanism with the organisation. By developing this kind of supportive climate, organisations can always enhance their level of innovation, profitability and well-being (Ekvall, 1996). Organisational Climate can also be linked as an important predictor of organisation success by showing results in the form of increased sales and profitability, increased satisfaction and retention of employees (Thompson, 1996; Ekvall, 1996; Denison, 1990; and Patterson et al. 2004). To achieve these desired positive results, it becomes important for organisations to understand those factors which can affect Organisational Climate and if ignored can result in poor work environment coupled with lesser productivity. Organisational factors like involvement of employees in the flow of communication, training and development, co-worker support & sharing of knowledge, supervisor support, and autonomy based on the factors of individual responsibility, rules orientation, safety measures, and opportunities for exercising individual initiative need to be taken care of for a positive Organisational Climate. Organisational Climate though abstract in concept, is normally associated with job performance and job satisfaction and morale of the employee's climate. It is a commonly experienced phenomenon and after referred to by many expressions as atmosphere, surrounding milieu, environmental and culture etc. Organisations 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 (Keith Davis 1975). Organisational climate is an important factor to be considered in reviewing and analyzing the organisation because it has influence on the internal and external environment, employee well-being and attitudes, and their overall performance.

REVIEW OF LITERATURE

This section reviews major theoretical approaches to the nature of organizational climate, communication, training and development, teamwork, role and responsibility, work environment, safety measures and human relations through the various studies undertaken by employees relating to the problem of differential effects of these very important variables on executives. According to Haakonsson, Burton, Obel and Lauridsen (2008), organisational climate refers to

affective an event that influences employees' emotions and consequent information-processing behaviours. According to Payne and Pugh (1976) the traditional concern of studying organisational behaviour from the point of view of the individual are getting transformed into the study of organisational environmental setting as this can influence both individual and group behaviour. Goldstein (1991) stated that, the individuals' motivation to learn and performance during training period were influenced by the work environment. Some studies also showed that characteristics of the work environment had a direct influenced on skill acquisition. A.K. Srivastava (2008) examined the effect of physical and psychosocial constituents on employees' job satisfaction and performance and organisational effectiveness. This was done on a sample of 360 technical supervisor and operating core personal. The results showed that the participate who perceived their environment to be adequate and favorable scored comparatively higher on job satisfaction, performance and organisational effectiveness. Regression analyses showed that components such as working conditions, welfare provisions, interpersonal relations, trust and support contributed to the employees' job organization and organizational effectiveness.

PROFILE OF THE STUDY

Tiruchirappalli Profile: Trichy is situated in central south eastern India and almost at the geographic centre of the state if Tamil Nadu. There are 2 major river in Trichy are the Kauvery and Kollidam. It was almost surrounded by agricultural fields some years before but those areas are fastly replacing by residential houses. There are many famous temples in Trichy. To name a few uchi pillaiyar, srirangam, samayapuram, vayalur are famous. Tiruchirappalli is recognized for its importance in an educational sector. St. Joseph College which is located here is one of the oldest educational institutions in South India. The famous BHEL in situated in Tiruvarambur, Southern Railway Central Workshop in Golden Rock, HAPP and OFT also function here. This district was formed in 1995 by trifurcating the composite Tiruchirappalli district has Trichy, Karur and Perambalur districts.

Profile of Study Unit

The Golden Rock Railway Workshop is otherwise called Central Workshop, Golden Rock. This mechanical workshop comes under the control of mechanical department of the Indian Railways.

This was originally setup at Nagapattinam in 1897 and then shifted to Trichy owing to its locational advantage. The total area of the workshop is around 200 acres of which 26 acres are covered under one roof. When the workshop was built it had a state-of-the-art facility - a phenomenon that was rare those days. It had its own power house which generated electricity for the workshop and the colony. Truly speaking, Golden Rock was one of the first places to be lit with electrical lights in Trichy those days. This is a 110 years organisation involved in multiple activities like manufacture of steam engines and containers wagon and overhaul of diesel locos and passenger coaches. This is an ISO certified company and it has also got Integrated Management System (IMS) certification from an impendent certifying agencies. This IMS certification would give a competitive edge in bagging orders from overseas clients. It is also the first repair workshop to obtain ISO 9001 Certification for Quality Management System, ISO 14001 Certification for Environment Management System and OHSAS (Occupational Health and Safety Management System) 18001 Certification. All the three systems have now been integrated by acquiring IMS certification.

NEED OF THE STUDY

The current study surveys supervisor and employees perceptions of their working environment. This study to extend the current situation of organisational climate by undertaking the Southern Railway, Golden Rock. The survey includes supervisor and employees responses on various organisational climate factors namely communication, training and development, teamwork, role and responsibility, work environment, safety measures and human relations. Emphasis will be placed on employees' perceptions of their organisational climate and involving these perceptions to their attitudes, satisfaction, wellbeing, employee performance and behaviour at workplace.

OBJECTIVES OF THE STUDY

1. To study the existing organisational climate among employees in the study unit.
2. To study the factors involved in organisational climate of the study unit.
3. To identify the significant relationship between selected personal profile of the respondent with overall organisational climate in study unit.

HYPOTHESES OF THE STUDY

1.   At present the organisational climate among employees in study unit is satisfactory.

2.   There is no association between selected personal profiles of the respondent with overall organisational climate in study unit.

3.   There is strong inter-relationship between the selected factors of organisational climate.

RESEARCH METHODOLOGY

Type of Study: The Study is descriptive in nature. The study measures the relationship between organisational climate factors in Southern Railway, Golden Rock, Tiruchirappalli.

Population and Sample Size: The employees of Southern Railway, Golden Rock, Tiruchirappalli constitute the population of the study. The total employees of all 26 shops and 7 stores from supervisors constitute the population of the study i.e 4234. The employees from the each shop and store have been selected, that is, 10% of the universe. The researcher therefore undertook 423 respondents as sample of the study unit.

Sampling Techniques: The sample size for the study is 423 by adopting proportionate stratified random sampling method. This technique involves determining sample size in each stratum in a proportionate manner from the entire population.

Tools for data collection: Primary and Secondary data were measured for the study. The primary data were collected from the structured questionnaire. The research tools divided into two parts. The first part consists of personal details related to employees working in the hospital. The Second part consists of organisational climate factors related to the study. The factors are communication, training and development, teamwork, role and responsibility, work environment, safety measures and human relations. The tool contains the five questions personal profile and thirty five questions from seven factors of organisational climate, each dimension have five questions.

Statistical tools: The statistical tools like Mean and Standard Deviation, Chi Square, ANOVA and Correlation were used to analyze the hypotheses formulated based on the research objectives

of the study. The above mentioned statistical analysis was made with the help of statistical packages like SPSS V.21.

ANALYSIS AND INTERPRETATION

Prioritizing dimensions of organisational climate based on mean and standard deviation

Dimensions		V1	V2	V3	V4	V5	Overall Mean SD	/Rank
Communication	Mean	4.310	4.270	4.260	4.137	4.267	4.2488	VI
	Std. Deviation	.9337	.9831	.9438	.8958	.9235	0.93598	2
Training and Development	Mean	4.402	4.130	4.248	4.300	4.298	4.2756	III
	Std. Deviation	.9401	.8113	.9485	.8846	.8406	0.88502	5
Teamwork	Mean	4.113	4.267	4.210	4.125	4.035	4.15	VII
	Std. Deviation	1.0333	.9673	.8657	.8686	1.0670	0.96038	1
Role and Responsibility	Mean	4.369	4.326	4.243	4.234	4.267	4.2878	V
	Std. Deviation	.9124	.9209	.9113	.8833	.9195	0.90948	3
Work Environment	Mean	4.364	4.234	4.262	4.277	4.319	4.2912	II
	Std. Deviation	.9139	.9278	.8862	.7940	.8827	0.88091	6
Safety Measures	Mean	4.340	4.501	4.208	4.366	4.385	4.36	I
	Std. Deviation	.7976	.8829	.9286	.9208	.8719	0.88036	7
Human Relations	Mean	4.270	4.262	4.255	4.303	4.288	4.2756	IV
	Std. Deviation	.8676	.8596	.9600	.8720	.9495	0.90174	4

The above table 1 shows that, result of mean and standard deviation. It consists of seven dimensions namely communication, training and development, teamwork, role and responsibility, work environment, safety measures and human relation. Each dimensions have five variables V1 = Variable 1, V2 = Variable 2, V3 = Variable 3, V4 = Variable 4 and V5 = Variable 5. The highest mean value (4.36) is taken by the dimension safety measures and also standard deviation value (0.88036) found to be comparatively less with other dimension. It shows the reliability and validity of the data. The second highest mean value (4.2912) is taken by the dimension work environment and also standard deviation value (0.88091) found to be second lowest in work environment. The third highest mean value (4.2756) is taken by dimensions of

training and development and also standard deviation value (0.88502) found to be third lowest in training and development. The fourth highest mean value (4.2756) is taken by the dimension of human relation and also standard deviation value (0.90174) found to be forth lowest in human relation. The fifth highest mean value (4.2878) is taken by the dimension role and responsibility and also standard deviation value (0.90948) found to be fifth lowest in role and responsibility. The sixth highest mean value (4.2488) is taken by the dimension communication and also standard deviation value (0.93598) found to be sixth lowest in communication. Finally, the lowest mean value (4.15) is taken by the dimension teamwork and also standard deviation value (0.96038) found to be highest value.

There is no association between selected personal profiles of the employees with overall organisational climate in study unit

Sl.No	Hypotheses	Chi-Square Value	df	Sig.	Result
1	There is no association between Gender of the respondent and Organisational Climate factors	4.905	4	.297	Rejected
2	There is no association between Educational Background of the respondent and Organisational Climate factors	81.471	16	.000	Accepted
3	There is no association between job category of the respondent and Organisational Climate factors	9.556	4	.049	Accepted

The above table 2 shows that, the chi square value (4.905), df (4) and P-value (.297) shown that there is no association between gender of the respondents and organizational climate in Southern Railways, Golden Rock. The chi square value (81.474), df (16) and P-value (.000) shown that there is association between Educational Background of the respondents and organizational climate in Southern Railways, Golden Rock. The chi square value (9.556), df (4) and P-value (.049) shown that there is association between Job Category of the respondents and organizational climate in Southern Railways, Golden Rock.

There is no significant relationship between selected personal profile of the respondents with overall organisational climate in study unit

Sl.No	Hypotheses	Analysing Variable	F	Sig.
1	There is no significant relationship between age of the respondents and factors of organisational climate	Communication	.326	.807
		Training and Development	2.045	.107
		Teamwork	6.610	**.000**
		Role and Responsibility	1.932	.124
		Work Environment	3.884	**.009**
		Safety Measures	.387	.762
		Human Relations	.627	.598
2	There is no significant relationship between monthly income of the respondents and factors of organisational climate	Communication	10.972	**.000**
		Training and Development	17.340	**.000**
		Teamwork	21.365	**.000**
		Role and Responsibility	12.806	**.000**
		Work Environment	10.439	**.000**
		Safety Measures	13.328	**.000**
		Human Relations	11.040	**.000**
3	There is no significant relationship between year of experience of the respondents and factors of organisational climate	Communication	2.282	.079
		Training and Development	4.103	**.007**
		Teamwork	9.776	**.000**
		Role and Responsibility	8.064	**.000**
		Work Environment	2.309	.076
		Safety Measures	2.284	.078
		Human Relations	5.903	**.001**

The above table 3 shows that, it is inferred that age is considered as the analyzing variable to identify the significant relationship with the dependent variables of organisational climate. Out of seven dependent variables two variable teamwork and work environment has significant relationship with the analyzing variable age. Communication, training and development, role and responsibility safety measures and human relations does not have any significant relationship with the analyzing variable age.

It is inferred that monthly income is considered as the analyzing variable to identify the significant relationship with the dependent variables of organisational climate. All the seven dependent variables have significant relationship with the analyzing variable monthly income.

It is inferred that year of experience is considered as the analyzing variable to identify the significant relationship with the dependent variables of organisational climate. Out of seven dependent variables four variable training and development, teamwork, role and responsibility and human relation has significant relationship with the analyzing variable year of experience. Communication, work environment and safety measures do not have any significant relationship with the analyzing variable year of experience.

To identify the Strength, Magnitude and Direction among the dimensions of the study

Dimensions		COM	T&D	TW	R&R	WE	SM	HR	OC
Communication	Pearson Correlation	1	.589**	.449**	.488**	.623**	.546**	.520**	.573**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N		423	423	423	423	423	423	423
Training and Development	Pearson Correlation	.589**	1	.548**	.583**	.696**	.607**	.562**	.677**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	423		423	423	423	423	423	423
Teamwork	Pearson Correlation	.449**	.548**	1	.589**	.614**	.528**	.633**	.558**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	423	423		423	423	423	423	423
Role and Responsibility	Pearson Correlation	.488**	.583**	.589**	1	.646**	.490**	.504**	.576**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	423	423	423		423	423	423	423
Work Environment	Pearson Correlation	.623**	.696**	.614**	.646**	1	.604**	.635**	.736**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000

		COM	T&D	TW	R&R	WE	SM	HR	OC
	N	423	423	423	423		423	423	423
Safety Measures	Pearson Correlation	.546**	.607**	.528**	.490**	.604**	1	.585**	.738**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	423	423	423	423	423		423	423
Human Relations	Pearson Correlation	.520**	.562**	.633**	.504**	.635**	.585**	1	.635**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	423	423	423	423	423	423		423
Organization Climate	Pearson Correlation	.573**	.677**	.558**	.576**	.736**	.738**	.635**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	423	423	423	423	423	423	423	

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

Notes: COM = Communication, T&D = Training and Development, TW = Teamwork, R&R = Role and Responsibility, WE = Work Environment, SM = Safety Measures, HR = Human Relations and OC = Organisational Climate.

The above correlation table 4 shows that, the inter relationship between the dimensions of communication, training and development, teamwork, role and responsibility, work environment, safety measures, human relations and organisational climate.

Communication

The correlation between communication and other dimensions shows that training and development, teamwork, role and responsibility, work environment, safety measures, human relation and organisational climate was highly significant .589, .449, .488, .623, .546, .520 and .573 respectively and positively correlated.

Training and Development

The correlation between communication and other dimensions shows that communication, teamwork, role and responsibility, work environment, safety measures, human relation and

organisational climate was highly significant .589, .548, .583, .696, .607, .562 and .677 respectively and positively correlated.

Teamwork

The correlation between communication and other dimensions shows that communication, training and development, role and responsibility, work environment, safety measures, human relation and organisational climate was highly significant .449, .548, .589, .614, .528, .633 and .558 respectively and positively correlated.

Role and Responsibility

The correlation between communication and other dimensions shows that communication, training and development, teamwork, work environment, safety measures, human relation and organisational climate was highly significant .488, .583, .589, .646, .490, .504 and .576 respectively and positively correlated.

Work Environment

The correlation between communication and other dimensions shows that communication, training and development, teamwork, role and responsibility, safety measures, human relation and organisational climate was highly significant .623, .696, .614, .646, .604, .635 and .736 respectively and positively correlated.

Safety Measures

The correlation between communication and other dimensions shows that communication, training and development, teamwork, role and responsibility, work environment, human relation and organisational climate was highly significant .546, .607, .528, .490, .604, .585 and .738 respectively and positively correlated.

Human Relations

The correlation between communication and other dimensions shows that communication, training and development, teamwork, role and responsibility, work environment, safety measures

and organisational climate was highly significant .520, .562, .633, .504, .635, .585 and .635 respectively and positively correlated.

RESULT AND DISCUSSION

✫　　Personal profile of the respondents shows details regarding individual respondent's age, gender, educational qualification, job category, monthly income and year of experience of the respondents. Majority of the respondents 190 (44.9%) of the respondents belonged to the age group 51 years above; and 359 (84.9%) of the respondents were found male.

✫　　As many as 130 (30.7%) of the total respondents were qualified as ITI and Diploma; 390 (92.2%) of the respondents were designated as employees; 259 (61.2%) of the respondents belonged to the income group Rs.25,001/- to Rs.50,000/- category and 114 (27%) of the respondents had more than 31 years of work experience.

✫　　Teamwork and work environment has significant relationship with the analyzing variable age. All the seven dependent variables have significant relationship with the analyzing variable monthly income. Training and development, teamwork, role and responsibility and human relation has significant relationship with the analyzing variable year of experience.

✫　　The correlation analysis shows the strength, direction and magnitude of organisational climate dimensions. The dimensions communication, training and development, teamwork, role and responsibility, work environment, safety measures and human relations show strong relation with organisational. The correlation between organisational climate and other dimensions shows that the highest to the lowest correlation value, safety measures (.738), work environment (.736), training and development (.677), human relations (.635), role and responsibility (.576), communication (.573), and teamwork (.558), was highly significant and positively correlated. The results of correlation are similar with mean and standard deviation values.

CONCLUSION

The organizational climate is a supportive factor upon communication, training and development, teamwork, role and responsibility, work environment, safety measures and human

relations. The organisational climate factors provided by the organization enable employees more committed and contributed to better performance and satisfaction. Communication motivates to work in a challenging work environment. Training develops various skills of the employees and equips them for career development. Teamwork improves effective communication; a team would be able to ensure that ideas and instructions are executed effectively and timely in an organisation.

SCOPE FOR FUTURE RESEARCH

The present study on organisational climate undertaken by the researcher helps for the better understanding of the human resources practices in the study unit in particular and the whole domain of corporate sector in general. It is no doubt the present study lays a foundation for future research not only studying various organisations but also comparative study can be undertaken by the prospective researcher. This would enable the government on the one hand and public and private organisations on the other for framing suitable policy implications in future. Similar studies could also be undertaken on the line of thought perceived by the researcher. The correlation results are similar with mean and standard deviation values of strength, magnitude and direction of the organizational climate.

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