

The Impact Of Socio– Personal Profile On Organizational Climate Perception: An Empirical Study

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INTRODUCTION

Organizational climate is the summary perception which people have about an organization. It is a global expression of what the Organisation is. Organizational climate is the manifestation of the attitudes of organizational members towards the organization itself. An Organisation tends to attract and keep people who fit in its climate, so that its patterns are perpetuated, at least to some extent. Human religionists introduced the concept of *Organizational Climate* in the late 1940s. *Climate for an organization is somewhat like personality is for a person.*

"Just as every individual has a personality that makes each person unique, each Organization has an organizational climate that clearly distinguishes its personality from other organisations." (Francis and Milboun, 1980). The concept of the organizational climate in the work environment is a contemporary topic of interest. One value of the climate concept is that multiple dimensions of behaviour within an organization can be studied and considered under a global concept (Sechneider, 1972).

In India, the concept of organizational climate has been operationalized rather recently in the area of industrial research. Although research in the past were very much cognizant of the influence exercised by varying organizational climate on the productivity of the employees, they concentrated on isolated studies of a few selected variables (usually one or two values such as incentives, communication, job), however, their relationship with productivity was rarely demonstrated. Sound organizational climate is required by each organization to realize its objectives. The study of climate is necessary for an insight into important dimensions such as communication, co-operation, creativity, employee satisfaction and morale, etc. All these determine the effectiveness of the organization. Good organizational climate is instrumental in higher employee satisfaction, better human relations, and higher productivity. For the propose of the present investigation, the study has been confined to Bhakra Beas Management Board (BBMB), an enterprise in India.

OBJECTIVES OF THE STUDY

On the basis of the rationale behind this study, the following objectives have been determined:

1. To examine the Organizational Climate Dimensions perception of employees.
2. Determination of mean difference on Organizational Climate Dimensions according to socio - personal profile.

LITERATURE REVIEW

According to Vroom (1964), *"Organizational climate is the human environment within which an organisation's employees do their work. It may refer to the environment within a department, a major company, or units such as a branch, plant or an entire organization. We cannot see climate or touch it, but it is there like the air in the room; it surrounds and affects everything that happens in an organisation"*.

It is the sum total of individual perceptions regarding the organizational procedures, policies and practices. It is a set of measurable properties of the work environment, perceived directly or indirectly by the members, influencing their work and satisfaction (Ganguli, 1961). Srivastva and Kumar (1982) conducted a survey to study the relationship in H.L.L. Kanpur division. The study revealed that organizational climate was perceived to be neither autocratic nor democratic, and the relationship between job satisfaction and organizational climate was found to be significant. Gani, Shah ,& Faruq A. (2001) conducted a study to investigate the *"Correlates of Organizational Climate in the Banking Industry"* . During the last three decades, no trend has been more dynamic in the industrial psychology than

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the growth of interaction in the Organizational Climate.

Aggarwal & Bose (2004) examined the relationship between certain aspects of the organizational climate that may be created by the perception of procedural justice in public and in the private sector Indian organization and role efficacy. Mathiu, Chetiostroff, Svellana, Shmulyian & Angelo (2009) researched on organization climate with an intention to focus on independent dimensions of climate rather than studying the total social context as configuration of multiple climate dimensions. Within the broad scope of the research gap that was identified in the literature, the review led to the formulation of a hypothesis for the present study:

Ho1 : Organizational Climate Dimensions have been perceived equally by employees.

Ho2 : The socio- personal variables will not have any Mean Difference towards Organizational Climate Perception score.

RESEARCH DESIGN AND METHODOLOGY

The study is an evaluative and diagnostic attempt to discover empirically, the nature of organizational climate perception, the relationship between organizational climate perceptions and socio - personal profile.

✿**Sample Design and Sample Size** : For the present research work, qualitative approach was undertaken by the researcher. The selection of respondents was ultimately made on convenient- cum judgment method of non-probability sampling. The sample selection is shown in the Table 1 and the socio- personal profile been presented in the Table 2.

Employees Categories	Sanctioned Strength	Existing Strength	Sample (5%)
A (officers)	269	219	30*
B (officers)	409	290	30*
C (Non-officers)	8183	6127	300
D (Non-Officers)	6175	4910	Nil**
Grand Total	15036	11546	360

*Sample Selection is based on 5% from each category (subject to a minimum of 30 employees of each category).
 **'D' category employees were excluded from population on the basis of pilot survey and no - response behavior of this category.

✿**Design And Format Of The Questionnaire:** The whole questionnaire was divided into two sections.

Section A was the Personal data sheet, comprising of 16 socio-personal variables which were employed for the study. As far as the organizational climate inventory is concerned, a standard and pre-tested questionnaire was utilized after incorporating required refinement in language simplification and other required improvements. The utilized questionnaire was developed by "Gani, Shah & Faroque".

✿**Scoring Procedure:** Organizational climate inventory was scored according to the response that subject had made on a five-point scale viz. 'Very large extent' (5), 'Large extent'(4), 'Some extent' (3), 'Smaller extent' (2), 'Not at all' (1). Figures in parenthesis denote their weightage. The summated size on organizational climate inventory may range from 40 to 200.

✿**Validity and Reliability Estimate of the Instrument:** The Content, item and construct validity of organizational climate facets were established. The construct validity of inventory was found to be very high, which ranges from 0.82 to 0.84. The construct validity supports the items to total correlation validity. Reliability of the instrument was justified, firstly, through the calculation of cronbach's alpha (α) coefficient (cronbach's 1951- the observed coefficient value of job satisfaction scale (0.9110) was observed to be above the Nunually (1978) Criterion (0.70) and hence, could be classified as an acceptable reliable instrument. Keeping in view the objectives and the nature of data required under the study, the questionnaire method for data collection and mathematical, tabular, graphical and statistical methods were used. Statistical analysis was performed using the SPSS -17 package.

Table 2 : Socio- Personal Profile Of Respondents

S.No	Variables	Variables Classification	N	%	Cf
1.	Gender	Male	255	70.8	255
		Female	105	29.2	360
2.	Age	Young	72	20	72
		Middle Age	131	36.4	203
		Old	157	43.6	360
3.	Educational Qualification	Under Graduate	110	30.6	110
		Diploma Holder	61	16.9	171
		Graduate	125	34.7	296
		Post Graduate And Other	64	17.79	360
4.	Salary Income	Low Paid (< ₹ 14499)	89	24.72	89
		Medium Paid (₹ 15000 to ₹ 29,000)	210	58.33	299
		High Paid (> ₹ 30,000)	61	16.94	360
5.	Residential Background	Rural	219	60.83	269.83
		Urban	141	39.16	360
6.	Experience	Low Experience (upto 10 years)	91	25.27	91
		Medium Experience (11 to 20 years)	126	35	217
		High Experience (21 and above years)	143	39.72	360
7.	Marital Status	Married	304	84	304
		Unmarried	56	15.56	360
8.	Occupational Status	Officer	60	16.67	60
		Non-Officer	300	83.33	360
9.	Professional Training	Yes	245	68.05	245
		No	115	31.94	360
10.	Type of family	Nuclear	207	57.5	207
		Joint	153	42.5	360
11.	Family Size	Small Family (upto 4 members)	221	61.38	221
		Medium Family (5 members)	92	25.55	313
		Large Family (6 and above)	47	13.05	360
12.	No. of Earners in the family	Single earner	188	52.22	188
		More than One earner	172	47.77	360
13.	No. of Dependents	No Dependent	32	8.88	32
		Upto 3 Dependents	259	71.94	291
		More than 3 Dependents	69	19.16	360
14.	Religious Beliefs	Yes	314	87.22	314
		No	46	12.77	360
15.	Sufficient time for spiritual needs	Yes	252	70	252
		No	108	30	360
16.	Meditation practices	Never	50	13.88	50
		Rarely	114	31.66	164
		Very Often	77	21.38	241
		Daily	119	33.05	360

Note: Data Collected through the questionnaire

ANALYSIS & DISCUSSION

✿ **An Examination Of The Organizational Climate Dimensions - A Comparative Analysis:** The Table 3 reveals that the employees of the organization perceive different dimensions of organizational climate with different intensities. *Safety and security dimensions* were found to have the highest rating of 78 percent followed by *monetary benefits* (2nd rating) with 73.33 percent; *objectivity and rationality dimension* secured the 3rd rating with 71.11 percentage. On the other extreme, *participative management* (10th rating), *scope for advancement* (9th rating), and *training and development dimension* (8th rating) received lower rating among the Organizational Climate dimensions in the organization. The other four dimensions or components of organizational climate were neither well cherished nor completely ignored by the employees of the organization. These were moderately perceived by the employees and fell in between the two lines in the ranking progression. Further, the analysis of dimensions for significance differences from the mean standard score, i.e., 12 (4x3) had been carried out and are presented in the Table 3 .

It appears from the table that except the two dimensions, namely *participative management* and *scope for advancement*, other dimensions have significantly differed at 5 percent level of significance. This analysis supports the mean ranking shown in the Table 3, which also placed the two dimensions at the 9th and 10th rank.

S. No.	Dimensions	No. of Items	Mean Score (\bar{X})	S.D.(σ)	Mean %age	Ranks on mean %age basis	Test value = 12	
							't' value	'P' value
1.	Inter-personal relationship	4	14.18	2.65	70.9	4	15.61	< 0.001
2.	Participative- Management	4	11.76	3.24	58.8	10	-1.38	>0.05
3.	Formalization and Standardization	4	13.81	3.39	69.0	7	10.11	< 0.001
4.	Training and development	4	13.44	3.79	67.20	8	7.19	< 0.001
5.	Monetary Benefits	4	14.66	3.09	73.33	2	16.31	< 0.001
6.	Objectivity and Rationality	4	14.23	3.24	71.11	3	13.02	< 0.001
7.	Scope for advancement	4	12.21	3.90	61.05	9	1.068	>0.05
8.	Supervision at work	4	13.86	3.43	69.25	6	10.26	< 0.001
9.	Concern for welfare	4	14.04	3.34	70.15	5	11.55	< 0.001
10.	Safety and security	4	15.60	3.10	78	1	21.99	< 0.001
	Overall Organizational Climate	40	137.78	23.32			14.52	< 0.001

Source: Data collected through the questionnaire.

The results thus, signify that the safety and security both inside and outside the organization (B.B.M.B.) is good and employees feel satisfied with their jobs . However, the participation of employees in the decision-making process is missing and was placed at the 10th spot. Moreover, for the variable '*scope for development*', the employees found that their career development chances were bleak. Except these two dimensions, other dimensions significantly differed from the standard mean score (12). On the basis of above analysis, it can be inferred that the employees feel safe and secure in B.B.M.B i.e. employees were content with the job security the organization had to offer. Employees were found to be satisfied with the monetary benefits, and the rationale and objective behavior offered by the BBMB management. On the other hand, the scope for advancement and participative management perception needs a greater improvement in this organization.

Table 3 statistics indicate that along with the ranking, mean percentage assessment, mean difference significance of observed mean score by drawing standard mean score for applying the one sample 't' test were used for the analysis. Among the 10 organizational climate dimensions, only two dimensions, i.e., *participative management* and *scope for advancement* were found to differ insignificantly.

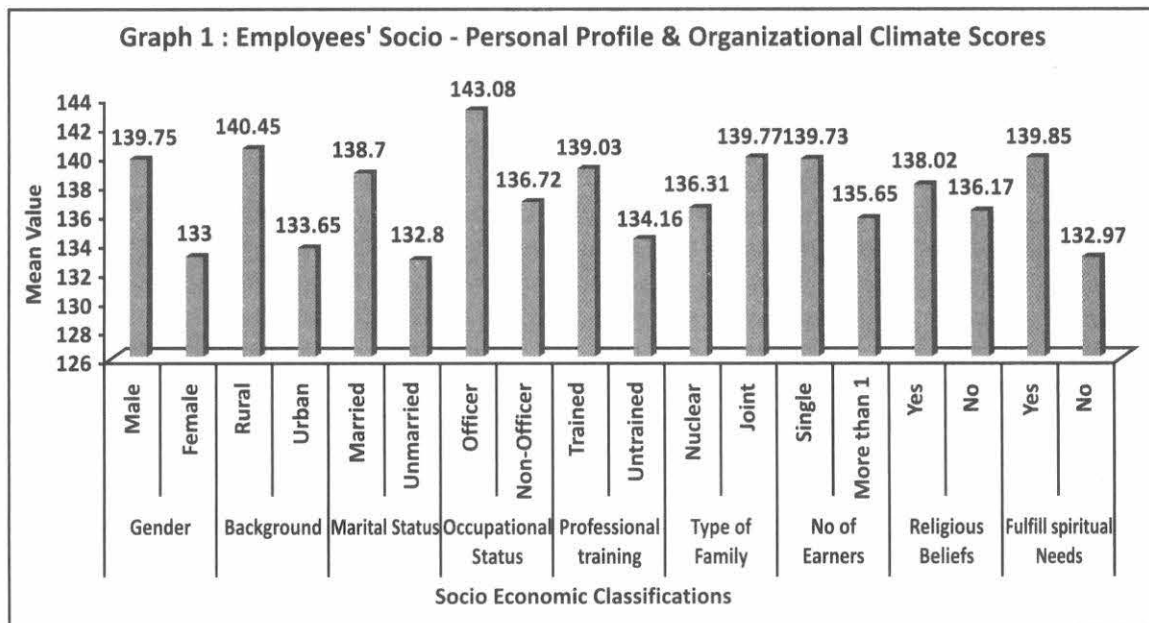
SOCIO-ECONOMIC PROFILE OF THE RESPONDENTS & ORGANIZATIONAL CLIMATE: A COMPARATIVE ANALYSIS

The testable hypothesis (Ho) was that the mean difference of the organizational climate score (according to

variable classification) has no statistical significance. For such significance determination, the 't' and 'f' test technique was used. The different variables like 'educational qualification', 'income of employees', 'years of experience at job', 'family size', 'meditation tendencies', 'gender classification', 'residential background', 'marital status', 'designation of employees', 'professional training', 'family type', 'earning a significant amount', 'spiritual

S. No.	Variables	Classifications	N	Mean (\bar{X})	S.D (σ)	t-Ratio	P-Value
1.	Gender	Male	255	139.75	24.47	2.53	P < 0.05
		Female	105	133.00	19.17		
2.	Background	Rural	219	140.45	24.49	2.74	P < 0.01
		Urban	141	133.65	20.52		
3.	Marital Status	Married	304	138.70	23.67	1.75	P > 0.05
		Unmarried	56	132.80	20.15		
4.	Occupational-Status	Officer	60	143.08	23.32	1.96	P < 0.05
		Non-Officer	300	136.72	23.09		
5.	Professional Training	Trained	245	139.02	23.36	1.47	P > 0.05
		Untrained	115	134.16	22.12		
6.	Type of Family	Nuclear	207	136.31	22.32	1.39	P > 0.05
		Joint	153	139.77	24.33		
7.	Number of Earners	Single	188	139.73	23.98	1.67	P > 0.05
		More than 1	172	135.65	22.24		
8.	Religious Beliefs	Yes	314	138.02	22.33	0.50	P > 0.05
		No	46	136.17	28.84		
9.	Sufficient Time For Spiritual Needs	Yes	252	139.85	23.18	2.59	P < 0.01
		No	108	132.97	22.71		

Note: Figures in parenthesis shows percentages.
Source: Data collected through questionnaire



faith, *sufficient time found to fulfill spiritual needs* and *meditation habits* may influence the employees' observed organizational climate scores, which were analyzed. This section deals with this aspect. The organizational climate score was treated as a dependent variable in this section, and the socio- personal and organizational status variables were treated as independent variables. Statistics contained in the Table 4 shows means, standard deviation of organizational climate scores according to various socio- personal factors classification and the result of the 't' test.

The 't' test was employed to see whether there is any mean difference in the organizational climate scores of two groups of socio - economic and organizational status variables. It was hypothesized that socio - economic and organizational status classifications of variables do not have any mean difference significance towards the organizational climate score. To carry the above approval, the subjects were classified into two groups according to gender. 255 out of the 360 respondents belonged to the male category, while the remaining 105 respondents belonged to the female category. It is observed from the Table 4 and Graph 1 that both categories had better mean score on organizational climate, which was above the neutral score, i.e., 120. The result of the 't' test rejects the null hypothesis. Thus, it can be concluded on the basis of the above analysis that the male employees differed significantly on organizational climate score.

Is the perception of employees towards the climate influenced by their residential backgrounds? To probe into this, the background factor was classified into the rural and urban category. The organizational climate scores of both groups were compiled, and the results of this analysis are presented in the Table 4. It can be seen from the table that the respondents with a rural background show a higher score on the scale. The mean difference in the groups was found significant at 1 percent level of significance. The analysis leads the researcher to conclude that the rural employee differs significantly with the organizational climate.

As far as the marital status and their perception towards organizational climate is concerned, there were 304 married employees. The mean score (138.70) of married employees was somewhat higher than the mean score (132.80) of unmarried employees. The 't' test was applied to see whether the difference between the two groups was significant. The obtained 't' values (1.75) were not significant at the 5 percent level. It may be concluded that the married employees did not differ significantly in their perception towards organizational climate.

The total sample of 360 employees was divided into officers and non-officers categories. The overall organizational climate score was analyzed to know the effect of designation held by employees in the organization. The mean score on overall organizational climate of officers was found to be higher than that of the non-officer category. The result of the 't' test depict that the employees holding senior posts in the organization would differ significantly in terms of overall organization climate scores.

What would be the nature of the overall organizational climate score in the case of professionally trained employees and those who were professionally un-trained? Will there be any significant dissimilarity between them or would they be similar? To examine this, the employees were divided into two groups as trained and untrained. The score of the trained group garnered a higher (139.02) score as compared to that of the untrained group (135.16). The 't' test was applied to test whether there was any significant difference in the means of both the groups. The observed result of 't' test (1.47) led to a conclusion that the trained employees do not differ in regard to the Organizational Climate score, and hence, the null hypothesis is accepted in this regard.

In case of analysis of overall organizational climate score, the employees' family background was divided into nuclear and joint family groups. Most of the respondents belonged to nuclear families. The observed mean score was found to be higher in case of respondents residing in a joint family set up. The difference between the mean score was significant and was tested by employing the 't' test. The result of the 't' test (1.39) leads to the conclusion that the null hypothesis is accepted. Furthermore, it can be observed that the joint family background employees' perception towards organizational climate did not differ significantly.

The employees of the organization were divided into two groups; single-earning in the family and more than one earner in the family. It is generally hypothesized that more earners in the family do have significant difference on the overall organizational climate perception of employees. The mean score for more than one earner category was 135.05, which is less than the one earner category score i.e. 139.73. The result of 't' test shows that the difference was not significant at the 5 per cent level of significance. In other words, the number of earners in the family did not have any effect on the overall organizational climate of an organization. The respondents were classified into two groups.

(1) Those, who believed in spirituality/religion and ;

(2) Those who did not have any religious beliefs.

It can be seen from the Table 4 that the overall mean score for organizational climate perception of respondents who believed in spirituality was higher than the respondents who did not possess religious beliefs in organizational climate score (136.17). The 't' test was employed to test whether the mean score difference in each category has significance or not. The observed result of 't' test (0.50) supports the fact that the difference in mean scores is by chance. The null hypothesis is accepted at the 5 percent level of significance in this regard.

What would be the nature of the overall organizational climate perception of persons who found sufficient time to fulfill spiritual needs and those who did not find sufficient time to fulfill spiritual needs? Will there be any significant dissimilarity between them, or would they be similar? To examine such employees, they had been divided into two groups. Those who found sufficient time to fulfill spiritual needs showed higher mean score of overall organizational climate (139.85). The mean score of other group was found to be 132.97. Further, the 't' test was employed to test the significance of the mean difference. The result of 't' test leads the researcher to conclude that there is a significant difference on the overall organizational climate scores of employees who found sufficient time to fulfill spiritual needs.

Finally, it can be concluded on the basis of the above analysis that among the socio-economic and organizational status variables, the variables viz. 'gender', 'background', 'occupational status' and 'time to fulfill spiritual needs' supported the alternate hypothesis. However, the remaining variables viz., 'marital-status', 'professional-training', 'type of family', 'earners in the family' and 'religious beliefs' were not found to have any significant difference on the overall organizational climate, or may support the null hypothesis in this regard.

S.No.	Variables	Classification	N	Mean (\bar{X})	S.D (σ)	'F' ratio	'P' Value
1.	Educational Qualification	Matriculate	110	141.16	21.55	1.561	(N.S) P>0.05
		Diploma -Holders	61	138.02	29.68		
		Graduates	125	136.86	25.29		
		P.G. and Others	64	133.54	24.54		
2.	Income Groups	Low Income	89	131.24	22.75	.085	(N.S) P>0.05
		Medium Income	210	138.21	24.09		
		High Income	61	137.78	21.10		
3.	Experience Levels	Low	91	133.15	22.06	2.45	(N.S) P>0.05
		Middle	126	139.11	20.89		
		High	143	139.35	25.54		
4.	Family Size	Small Family	221	138.51	21.77	0.902	(N.S) P>0.05
		Medium Family	92	138.19	22.79		
		Large Family	47	133.55	22.87		
5.	Meditation practices	Never	50	137.48	21.34	1.66	(N.S) P>0.05
		Rarely	114	134.00	21.44		
		Often	77	139.67	22.44		
		Daily	119	146.31	25.77		

Source: Data collected through the questionnaire

The socio- personal and organizational status variables were further classified into more than two groups. Therefore, the significance of mean difference was tested by employing 'F' test or analysis of variance as presented in the Table 5. Furthermore, significant difference in the perceptions of employees having different educational qualification and organizational climate were analyzed. To prove this, the respondents were classified into four groups;

- (1) Those who had not completed graduation or were only matriculate or had passed the higher secondary exam only;
- (2) Those who had completed any technical or professional diploma or degree;

(3) Those who had completed graduation or other similar degrees, etc.,
(4) Those who had passed any extra qualification i.e. P.G. or any other higher qualification. 110 respondents out of the 360 respondents were found to be under graduates, 61 respondents were holding different diploma courses, 125 respondents had completed their graduation, and the remaining (64) had passed extra qualification in the organization. The mean, standard deviation and 'F' Ratio of the overall organizational climate score of the four groups of respondents are presented in the Table 5. It can be seen from the table that the means of overall organizational climate (141.16, 138.02, 136.54) of the four groups were above the standard score (120). The highest mean standard score was observed by undergraduate or minimum qualification category in the sample. An interesting fact that was noted was that with the increase in educational qualification, mean scores were continuously declining. 'F' test was applied to examine the significance of the difference among various mean scores of different groups of educational classification. The 'F' value presented in this regard shows (1.561) that the higher mean of employees did not differ significantly in the organization. Therefore, the null hypothesis is accepted.

The income of the employees may be one of the significant variables which can influence the overall organizational climate in the organization. Therefore, the total sample of 360 respondents were divided into three income groups on the basis of salary received by employees as low (up to ₹ 14999), Medium (₹ 15,000 to ₹ 29,999) and high-income group (Above ₹ 30000). The means, standard deviation of the overall organizational climate according to the income groups' classification are presented in the Table 5. It can be seen from the Table 5 that the mean scores of overall Organizational Climate of the all groups of respondents are above the mean standard score (120), indicating that all employees, irrespective of their salary, perceive favourably the overall Organizational Climate in the organization. The highest mean was observed (138.21) by the medium income group, while the means of the low-income group and higher-income group had similar scores. The overall organizational climate scores of the three groups of employees were analyzed by applying ANOVA to see whether there was any difference between the three groups with regard to their overall organizational climate scores. 'F' ratio for overall organizational climate was not significant at 0.05 levels. On the basis of the above analysis, it can be concluded that the income groups of employees had no role to play in the determination of the overall organizational climate.

Years of experience may be one of the significant variables which can influence the overall Organizational Climate scores of the employees. Therefore, the total sample of 360 employees was divided into three groups on the basis of their experience as low, middle and high groups. Employees with 10 years or less experience were put in the lower group (N = 91), while those with 11 to 20 years of experience were put in the middle group (N = 126) and those who had more than the 20 years of experience were categorized in the higher group (N = 143). The mean and SD of the overall Organizational Climate scores of the three groups are presented in the Table 5. It appears from the Table 5 that the mean overall Organizational Climate score of all the three groups of respondents were above the average standard score (120), indicating that all the employees, irrespective of their years of experience, had favorably perceived the organizational climate perception. Among the three groups of respondents, the highest mean score was observed by the highly experienced group (139.35). The overall organizational climate scores of the three groups of employees were analyzed by applying ANOVA as in the earlier cases, to see whether there was any significant difference between the three groups with regard to overall Organizational Climate scores. However, experience of the employees in this organization seems to have no significant difference on the Organizational Climate. Thus, the null hypothesis is accepted on the basis of 'F' test results in this regard. Though the higher mean score 139.35 of highly experienced groups was not much wider from the other groups on the mean score on organizational climate, but the difference found was due to chance, and not by any significant bearing.

The employees of this organization were classified on the basis of size of their family into three groups;

- (1) Small family (Up to 4members);
- (2) Medium family (5 members);
- (3) Large family (More than 5 members).

In order to examine the relationship between the size of the family and overall Organizational Climate, Means, SDs and the 'F' Ratio results are presented in the Table 5. Generally, it is assumed that the small family respondents may observe a higher mean score on overall organizational climate in the organization in comparison to the large family. Table statistics show that the mean scores of overall Organizational Climate of all the three groups of employees were above the average standard score (120). The highest mean score was observed in case of smaller family employees. In case of large family, mean score was less than the larger families (137). Further, the analysis was made to test whether

the family size makes any difference in the scores of overall Organizational Climate perception. 'F' test was applied in this regard to test the significance of difference. One way ANOVA result leads the researcher to conclude that employees from different family compositions do not differ significantly at 0.05 levels. Hence, the null hypothesis that the size of the family of the employees would have no significant difference on the organizational climate score was accepted.

As far as the nature of the overall organizational climate and meditation practices was concerned, the employees were divided into four groups of on the basis of meditation practiced;

- (1) Never practiced (50),
- (2) Rarely practiced (114);
- (3) Meditated very often, and
- (4) Meditated Daily.

The means, SDs of overall organizational climate scores of four groups are presented in the Table 5. It is generally hypothesized that the daily practitioners of meditation do have a definite bearing on the overall organizational climate. The observed mean score of the respondents who never practiced meditation was the lowest (117.48); and it was lower than the mean standard score (120). Respondents who meditated daily had the highest mean score (146.31) on the overall organizational climate. While applying the ANOVA test, the score of daily practitioners did not show any significant difference on organizational climate.

CONCLUSIONS OF THE STUDY

Organizational climate dimensions' analysis concludes that most of the dimensions were perceived moderately by the respondents. However, *participative management* and *scope for advancement dimension* were perceived unfavourably by majority of the respondents. The employees' extent to agreement with the dimension of monetary benefits and objectivity & rationality in the organization were found to be much favourable. With regard to mean score on ten Organizational Climate dimensions, only *participative management* and *scope for advancement* were found to differ insignificantly from standard mean scores. Hence, the null hypothesis that the means score on organizational climate dimensions have no significant difference from the standard mean score may be rejected for the remaining organizational climate dimensions. It is derived from the mean difference significance that the observed higher score on these eight dimensions was not due to chance, but it significantly differed due to the favorable perceptions on these respective dimensions.

The means score differences on organizational climate according to the socio - economic classification group were found to be significant for '*gender*', '*residential background*', '*occupational status*' and '*the sufficiency of time to fulfill spiritual needs*' variables. Whereas, '*marital-status*', '*professional training*', '*type of family*', '*number of earning members in the family*', '*spiritual faith*', '*educational qualification*', '*income group*', '*experience groups*', '*family size*' and '*the meditation practice*' variables had higher mean score, which were found to differ insignificantly from the other groups. The conclusion can be drawn that the difference in the organizational climate mean score is not due to any significant influence bearing of such socio- personal variables.

LIMITATIONS OF THE STUDY

To complete the present research work, no stone has been left unturned in view to make it the best possible work. However, non-probability method of sampling, constraints of time, resources, and the incomplete and non-responses of certain items may weaken the authenticity of the data. The rating method of organizational climate rating is not a fool proof method.

RECOMMENDATIONS

The present study highlights the significant difference of eight organizational climate dimensions, observed mean score from the standard mean score. It is concluded from the foregoing analysis that these dimensions have scored much higher from the neutral expectations. The insignificant difference of means score on the participative management and scope for advancement dimension further assert that the observed means have not much differed from the standard. Therefore, the respective dimension factors should be probed comprehensively by conducting

regular job satisfaction and Organizational Climate surveys. The survey based actions should be initiated and followed up. The study recommends that the lower mean groups of the above classification need to be improved. The Organizational Climate score can be improved by providing safe and secure working conditions, adequate job security and attractive retirement benefits. The significance of Mean difference and association analysis further suggest that the low Mean score socio-economic profile classification should be manipulated and kept in mind while recruiting and assigning the workload.

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