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A STUDY ON ORGANIZATIONAL CLIMATE WITH SPECIAL REFERENCE TO MONETARY BENEFITS IN ORDNANCE FACTORY THIRUCHIRAPPALLI



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Short Profile

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ABSTRACT:

This study inquires into the factors constituting the organizational climate of ordnance factory, Tiruchirappalli with an accent on the identification of the critical constituents of the organizational climate. These 281 employees are chosen for the study on a stratified random sampling basic. Each department in the company is given adequate representation in the sample. Findings of the study in the recognition fair wages are given to the respondents on the basis of their skill and effort' 120 of the respondents (42.7per cent) had expressed that, wages are provided. On the other category only 6 respondents

(2.1per cent) had not found any such recognition by the organization. This study reflects the removal of various constraints for good employer-employee relations. With the suggestions, if rightly accepted and implemented, organization conflicts can be settled. Therefore there is always a need for continuous research and full study to identify the factors responsible for the success or failure of organizational climate.

KEYWORDS:

organizational climate, monetary benefits, organizational conflicts.

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INTRODUCTION :

The prolonged industrial peace and harmony and individual bargaining have become the order of the day. The changed environment can be attributed to the changes in the perception of people associated with the organizations like the managers, the supervisors and the workers. The sum of the perceptions of these people constitutes the organizational climate. Given the intensity of the changes happening in and around the industrial organizations, it is impossible for the organizational climate to remain unaffected by the turn of events. There is therefore an urgent need to know the cause and effect of the changes on the organizational climate of organizations and also the factors constituting such climate.

STATEMENT OF THE PROBLEM:

Organizational climate is a perception that members have about the structural characteristics of the firm. Understanding organizational climate, its nature and complexity is important, not only for enhancing organizational performance, but also for enhancing human well being in organizations. The knowledge of climate prevailing in an organization as a whole and in different parts thereof can help in better harnessing of human resources, enabling their effective development and utilization.

Organizational climate is created from the perception of organizational members about organizational dimensions. Perception, being a cognitive process, is influenced by the personality, motivation, learning and experience of the individual. It is, thereof expected that organizational climate is influenced by the factors that influence perception.

OBJECTIVES OF THE STUDY:

The objectives of the study have been divided into general and specific objectives.

- General objectives
- Specific objectives

General objectives

To inquire into the factors constituting the organizational climate of ordnance factory, Tiruchirappalli with an accent on the identification of the critical constituents of the organizational climate.

Specific objectives

- 1.To understand the employees' perception of their existing organizational climate.
- 2.To identify the factors that constitute the organizational climate of the study unit.
- 3.To study the relative importance of each one of these factors in contributing to the climate formation.
- 4.To rank these factors in the order of importance in determining the existing organizational climate.
- 5.To understand the extent of influence of organizational climate in determining the employee job satisfaction

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SCOPE OF THE STUDY:

This study aims at providing an in-depth analysis of the factors constituting the organizational climate in ordnance factory, Tiruchirappalli.

The present study aims at identifying the factors that constitute the organizational climate, how the factors contribute to the formulation of climate, their existing position, job satisfaction in the organizational climate and the ways of improving the climate with regard to the findings and the suggestions.

The study was also framed to know the pros and cons of the respondents during their working hours. This was mainly done to make their superiors know how far their employees are able to co-operate and function in this organization.

METHODOLOGY:

In order to carry out the study, a methodological and structured design has been used. Ordnance factory, Tiruchirappalli has been purposely chosen for the present study as it is one of the largest industrial concerns in Tiruchirappalli where fewer researches were carried out in the past in an intense manner on any HR topics.

SAMPLE SIZE:

The number of employees on the staff roll of the company is 1800 which constituted the universe of the present study. From this universe, 281 employees are chosen as study respondents who constituted 16 per cent of the population. These 281 employees are chosen for the study on a stratified random sampling basic. Each department in the company is given adequate representation in the sample.

LIMITATIONS:

- ▲ The study on organizational climate is based only on ordnance Factory, Tiruchirappalli and the study cannot be applied to any other organization.
- ▲ Since all the employees were not considered in the questionnaire, the full performance or conduct of the organization cannot be judged precisely.
- ▲ Employees were reluctant to fill in the questionnaire due to their busy schedule. As a result only 281 respondents' views were obtained.

DATA ANALYSIS & INTERPRETATION

MONETARY BENEFITS

The frequency distribution of table with reference to monetary benefits in terms of their employer-employee relations are shown below:

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Table4.1

Table showing that the organization gives reasonable incentives for outstanding performance:-

Category	Frequency	Percentage
Strongly agree	19	6.8
Agree	127	45.2
No opinion	68	24.2
Disagree	32	11.4
Strongly disagree	35	12.5
Total	281	100

Source: primary data

A close look at the above table will reveal that 19 respondents strongly agree that the organization is providing reasonable incentives for outstanding performance. To the maximum 127 of the respondents' incentives programmes are motivated by the organization. 68 of the respondents expressed no opinion. 32 of the respondents are against this incentive. 3.5 of them are completely rejecting this statement. Just 6.8% of the respondents above the statement are insignificant & they agree with the statement.

In the organization, majority of the respondents had expressed that sufficient incentives are provided to the work load and their ability.

Table 4.2

Table showing that on the basis of skill and effort, fair wages is given by organization

Category	Frequency	Percentage
Strongly agree	13	4.6
Agree	120	42.7
No opinion	81	28.8
Disagree	61	21.7
Strongly disagree	6	2.1
Total	281	100

Source :primary data

The data given above shows that 13 respondents are able to prove their talents and skill and the organization is providing fair wages. On the whole, most of the respondents namely 120 of them are able to accept that the statement is fairly true. 28.8% of the respondents have no opinion about the wages. 61% respondents reject the above mentioned statement. And only 6 respondents sharply feel that there is no chance of getting fair wages and this point is considered to be insignificant.

In this organization, 120 respondents have accepted and assured that on the basis of skill and effort, fair wages is given according to the nature of the respondents. The respondents are more satisfied and they accept the wages given by the organization.

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Table4.3

Table shows that the wages, allowances, and perquisites given to the employees by this organization are sufficient:-

Category	Frequency	Percentage
Strongly agree	82	29.2
Agree	165	58.7
No opinion	31	11.0
Disagree	2	0.7
Strongly disagree	1	0.4
Total	281	100

Source :primary data

It is clear from the analysis of the above mentioned table that 82 respondents are content with their income and they feel that the organization is providing wages, allowances & perquisites in a fair manner. Even most of the respondents i.e. 165 of them willingly agree that the organization is providing their wages ect.31 respondents are neither satisfied nor dissatisfied about their wages. 2 of them are not agreeable to the statement & 1 respondent is also against it and this is also insignificant.

According to the organization rules and regulations, 165 respondents (58.7 per cent) have pointed out that the wages, allowances and perquisites given to the employees are sufficient according to their standard of living.

Table4.4

Table showing that the employees working overtime are getting additional wages from the organization:

Category	Frequency	Percentage
Strongly agree	116	41.3
Agree	124	44.1
No opinion	30	10.7
Disagree	10	3.6
Strongly disagree	1	0.4
Total	281	100

Source: primary data

From the above table it is apparent that 116 respondents are working hard and positive about which policy provides the same contentment over the organization’s working condition.124 respondents agree with their wages. 30 of the respondents do not accept this extra wages.After evaluating of the organization’s progress, it was found that the employees’ working overtime are able to get additional wages that is totally 240 respondents had experienced this benefit and strongly agree with the organization attitude towards the respondents.

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FINDINGS:

- ▲
- ▲ In the recognition fair wages are given to the respondents on the basis of their skill and effort' 120 of the respondents (42.7per cent) had expressed that, wages are provided. On the other category only 6 respondents (2.1per cent) had not found any such recognition by the organization.
- ▲ In order to recognize the sufficiency of the organization with regard to wages, allowances and perquisites, many of the respondents namely 165 of them had noticed that the organization is generous in providing wages.
- ▲ With regard to the extra working hours of the respondents majority of the respondents that is 124 of them accepted their hard working is considered and they are provided additional wages.

SUGGESTIONS:

- ✦ There is an urgent need for the management to rework on working hours and rest timing so that more employees are satisfied with the working hours.
- ✦ The respondents in the organization are working efficiently, at the same time only 18.5per cent of them found the work to be repetitive and tedious in nature, whereas others had not found this difficulty. The management must take steps to reduce the job boredom by introducing job enrichment, job enlargement and business process reengineering.
- ✦ In addition to the wages given to the respondents, the organization also provides housing facilities to the respondents.

CONCLUSION:

The overall conclusion from this study among the factors contributing to employer-employee relation is the inadequate monetary reward to an employee. Welfare facilities and adequate grievance handling mechanism are some important issues of the study. This study reflects the removal of various constraints for good employer-employee relations. With the suggestions, if rightly accepted and implemented, organization conflicts can be settled.

Therefore there is always a need for continuous research and full study to identify the factors responsible for the success or failure of organizational climate.

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