

## **An Empirical Study on Organizational Climate and its Impact on the Quality of Service among in a Textile Industry at Erode District**

<sup>1</sup>K. Kumaravel, <sup>2</sup>N. Senthilkumar & <sup>3</sup>R. Girimurugan

<sup>1</sup>PG Scholar- Final Year, Department of Management Studies, Nandha College of Technology, Perundurai, Tamilnadu, India.

<sup>2</sup>Associate Professor and Head, Department of Management Studies, Nandha College of Technology, Perundurai, Tamilnadu, India.

<sup>3</sup>Assistant Professor, Department of Mechanical Engineering, Nandha College of Technology, Perundurai, Tamilnadu, India.

### **Abstract**

The study of the research specially focused on organizational climate of a typical textile industry in Erode district, Tamilnadu, India. The company enhances the working conditions and the overall climate of the concern by eliminating the dissatisfaction and providing a congenial work atmosphere for the workers to work. Individuals have certain expectations and fulfillment of these expectations depends upon their perception as to how the organizational climate suits to the satisfaction of their needs. Organizational climate is comprised of mixture of norms, values, expectations, policies and procedures that influence work motivation, commitment and ultimately, individual and work unit performance. The Organizational Climate facilitates the firm to identify the deficiencies in connection with different organizational factors, such as organizational structure, employee compensation system, communication level, physical atmosphere and organizational culture.

**Keywords:** Textile industry, empirical study, organizational climate, service quality, impact.

### **1. Introduction**

A review of past studies is useful to define concepts and with formulate the methodology clearly and objectively. There with an attempt is made in this chapter to present a review of the previous studies. The literature with the current study includes works undertaken in India and outside on organizational climate. Organizational climate represents the condition of the organization's culture. The most common management issues faced by organization in this present day are search with creative flexible work environment that promotes job satisfaction and innovation. Being drained by organizational climate is deemed important: it is perceived, as motivated employee will result in higher productivity, greater passion with the business, and a deeper engagement with customers. A positive climate encourages employee's productivity and decrease turnover. **Yaghoubi et.al** has studied the relationship of organizational intelligence and organizational culture in Society Security Organization. The research was conducted on 280 of personnel in three levels by applying Stratified Random Sampling. Findings of the study showed a statistically significant relationship between organizational intelligence and organizational climate.

**Singh et.al** examined the HRM practices and organization culture will provide an edge to an organization and attempted to understand the effect of the HRM practices and organization culture on managerial effectiveness in public sector organizational culture is strong predictors of managerial effectiveness of the public sector organizations surveyed. **Mahal et.al** has studied the influence of organizational culture and climate on the motivation level among 100 adult employees working in Ranbaxy. The study has been carried out with the help of questionnaires in particular; organizational climate factors include environment, teamwork, management effectiveness, involvement, reward and recognition, competency and commitment. These factors have been found to influence the motivation and views as multidimensional construct. The results further indicated that all eight variables are positively related to the motivation and tried to explain that to improve the motivation level among employees one must try to improve the organizational culture and climate. **Fritsch et.al** explored that various configurations of organizational climate and organizational strategy lead to strategic employee behavior which is crucial with organizations to reach their goals and also found that strategic employee behavior is related to the fit between the organizational strategic as perceived by all employees and the organizational climate within an organization. The results reveal that fit is negatively related to innovative work behavior and the customer-oriented behavior; knowledge sharing and affective commitment are not significantly related to fit. **Riggle et.al** investigated that organizational climate variable such as perceived organizational support, ethical climate, and trust does positively impact salesperson psychological and behavior outcomes. However, **Park et.al** explained that work attitudes also mediate the effects of climate on employee performance and motivation. **Whereas Glisson et.al** viewed that, the organizational culture influences work attitudes like job satisfaction, commitment, service quality and staff turnover etc. **Rekha Nair et.al** in his study noted the increasing importance of workplace climate on employee job satisfaction, creativity, motivational and retention. Because of the importance of workplace climate, IBM made adjustments and set best practices, which in turn have helped the organization to stay on top. In between organizational climate and company performance. **Bergsteiner et.al** organizational climate used to mention a space with an environmental effect such as psychological effect and organizational collectivity effect and depending on attitude. **Gilbert and Churchill et.al** stated that organizational climate is the working condition of the employees, which are consisted of the organization and the relation with others in doing their job. According to **Burke et.al** the organizational Climate explained the work system of each employee managed by them and effectively to work together on a job. **Normala et.al** seven QWL variables were examined namely growth and development, participation, physical environment, supervision, pay and benefits and social relevance were examined to determine their relationship with organizational commitment. **Eric Lambert et.al** surveyed the correctional staff at a maximum-security private prison to examine the impact of the work environment, personal characteristics, external employment opportunities, job satisfaction, and organizational commitment on turnover intent. **Hadi Farid et.al** Committed employees are known as a fundamental and vital resource for the success performance of organizations. In this regard, quality of work life is being as one of the interest subject as a fundamental issue on fostering employees' commitment. **B.Schneider et.al** characterized the multilevel work on climate, climate strength, and demonstrated the validity for a climate approach to outcomes and processes, and the relationship between leadership and climate and culture.

## **2. Scope of this study**

The study is conducted to know the prevailing organizational climate and quality of service among employees in the concern. The company enhances the working condition and the overall climate of the concern by eliminating the dissatisfaction and providing a congenial work atmosphere with the workers to work. It helps the management to identify the level of satisfaction of the employees and to take necessary steps to improve their satisfaction through monetary and non-monetary factors on organization. Here the researcher analyzes the employee's satisfaction level regarding the climate in a typical textile industry in Erode district, Tamilnadu, India.

- This study helps the public to know the merits and demerits while starting the similar type of company.
- It helps the management to know the employees satisfaction and dissatisfaction and their perception about the company.
- It helps the management to know the workers perception and towards the rules and regulation of the company and its impact on quality of work.
- It helps the management to prevent any other job seeking by workers.

## **3. Objectives of this study**

- To identify the factors affecting the organizational climate.
- To suggest the measures to improve organizational climate at a textile industry in Erode district.
- To study about the factors influencing the employee's behavior in work environment.

## **4. Need of this study**

The researcher has considered the study necessary because organizational climate be said to be directly related with the performance of the workers in the organization. Individuals have certain expectations and fulfillment of these expectations depends upon their perception as to how the organizational climate suits to the satisfaction of their needs. Thus organizational climate provides a type of work environment in which individuals feel satisfied or dissatisfied. In order to understand the real impact of employees perception and attitude on quality of work towards organizational climate.

## **5. Data collection methods used in this study**

The data collected constitute both primary and secondary data. The primary data has been collected means of questionnaire and interview method. The data has been collected from various public sources, books and websites.

### **5.1 Population size**

The population of the company is 600.

## 5.2 Sample design

Sampling design is a mathematical function that gives you the probability of any given sample being drawn.

- Sampling is the foundation of nearly every research project, the study of sampling design is a crucial part of statistics.

## 5.3 Sample size

This refers to the number of items to be selected from the population to constitute a sample. In this study, the size of the sample is 150.

## 5.4 Sampling techniques

The researcher used Random Sampling method with the study.

## 5.5 Sampling unit

- The questionnaire was issued to 150 respondents; selected random sample basis 150 Respondents expressed their level of preference in the company.
- The researcher has calculated percentage wherever necessary to find out the significance of the various data collected.

## 5.6 Questionnaires

The questions are arranged in logical sequence. Nominal, Ordinal and Interval scales were used to construct the questionnaire. The questionnaire sent to the persons concerned with a request to answer the questions.

## 6. Statistical tools used in this analysis

Simple percentage method

## 7. Data analysis and interpretation

### 7.1 Simple percentage analysis- genders of the respondents

The genders of the respondents were shown in figure.1. It was observed from the figure.1, 65.3 percent of the respondents are Male and 34.7 percent of the respondents are Female.

### 7.2 Simple percentage analysis- Location of the respondents

The locations of the respondents were shown in figure.2. It was observed from the figure.2, 52.7 percent of the respondents of semi-urban location, 32 percent of the respondents of rural location and 15.3 percent of the respondents of urban location.

### **7.3 Simple percentage analysis- Age of the respondents**

The ages of the respondents were shown in figure.3. It was observed from the figure.3, 66 percent of the respondents are in the age group of 21-30 years, 24 percent of the respondents are in the group of 31-40 years, 8percent of the respondents are in the group of 41-50 years and 2 percent of the respondents are in the age group of below 20 years.

### **7.4 Simple percentage analysis- Educational qualifications of the respondents**

The educational qualifications of the respondents were shown in figure.4. It was observed from the figure.4, 49.3 percent of the respondents are undergraduate degree holders, 26.7 percent of the respondents are, 19.3 percent of the respondents are postgraduate's diploma holders and 4.7 percent of the respondents are educated up to school level.

### **7.5 Simple percentage analysis- Educational qualifications of the respondents**

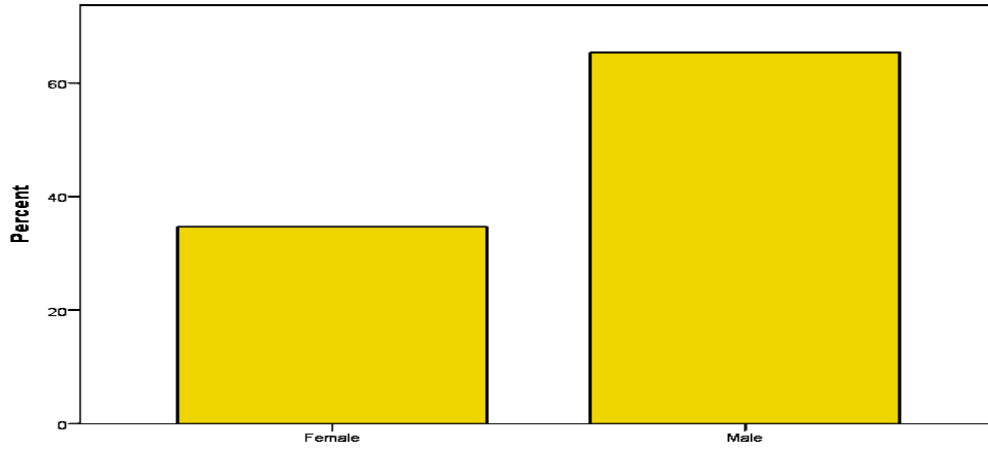
The marital statuses of the respondents were shown in figure.5. It was observed from the figure.5, 52.7 percent of the respondents are unmarried, 46 percent of the respondents are married and 1.3 percent of the respondents are divorced.

### **7.6 Simple percentage analysis- Work experiences of the respondents**

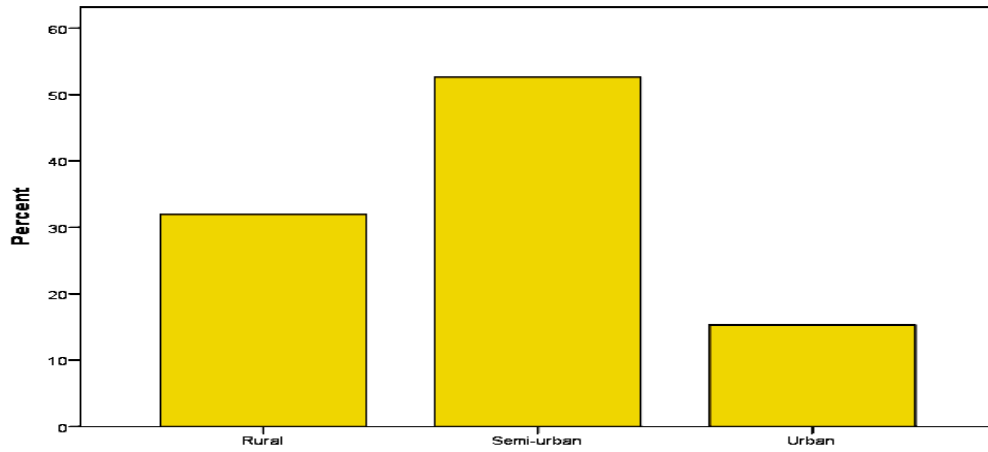
The work experiences of the respondents were shown in figure.6. It was observed from the figure.6, 37.3 percent of the respondents are under experience of 1-3 years, 26.7 percent of the respondents are under experience of 3-6 years, 16 percent of the respondents are under experience of below 1 year, 14.7 percent of the respondents are under experience of 6-10 years and 5.3 percent of the respondents are under experience of above10 years.

### **7.7 Simple percentage analysis- Monthly salary of the respondents**

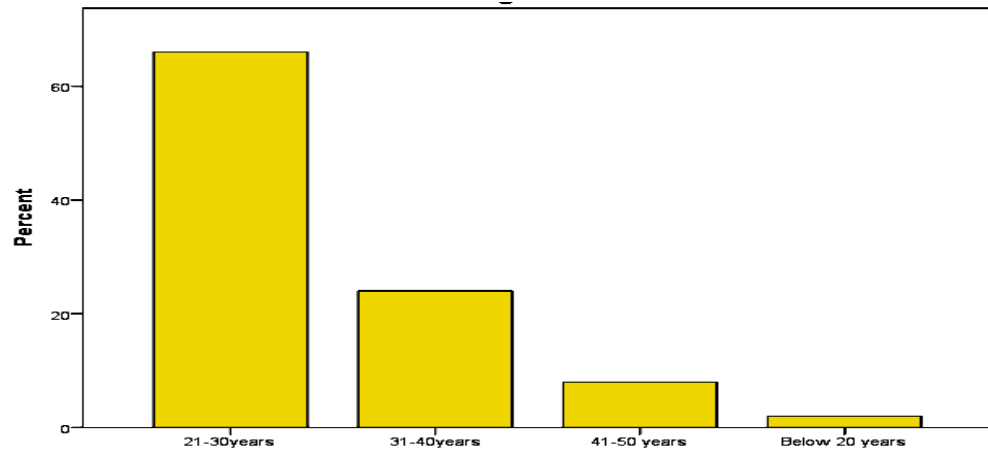
The monthly salaries of the respondents were shown in figure.7. It was observed from the figure.7, 42 percent of the respondents are in the income level of Rs.21000-Rs.30000, 30.7 percent of the respondents are in the income level of Rs.10001-Rs.20000, 14.7 percent of the respondents are in the income level of Rs.31000-Rs40000, 7.3 percent of the respondents are in the income level of below Rs.10000 and 5.3 percent of the respondents are in the income level of above Rs. 40000.



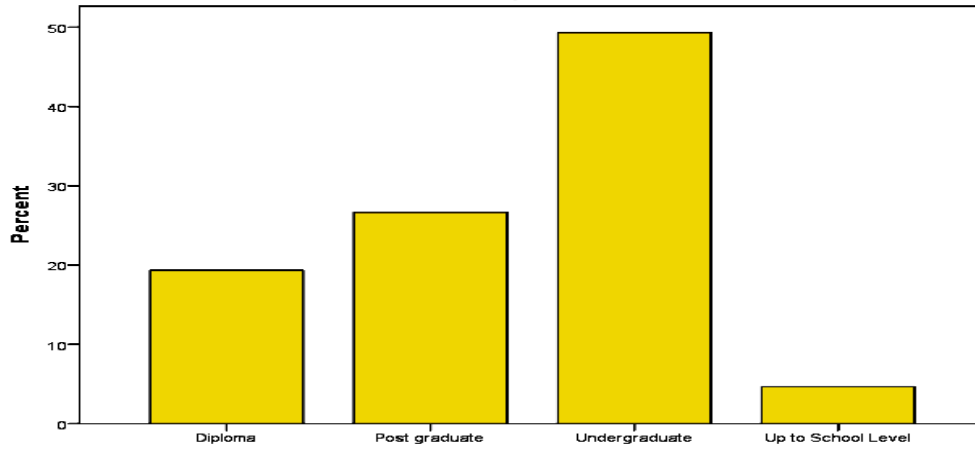
**Figure.1 Percentage of respondents for genders**



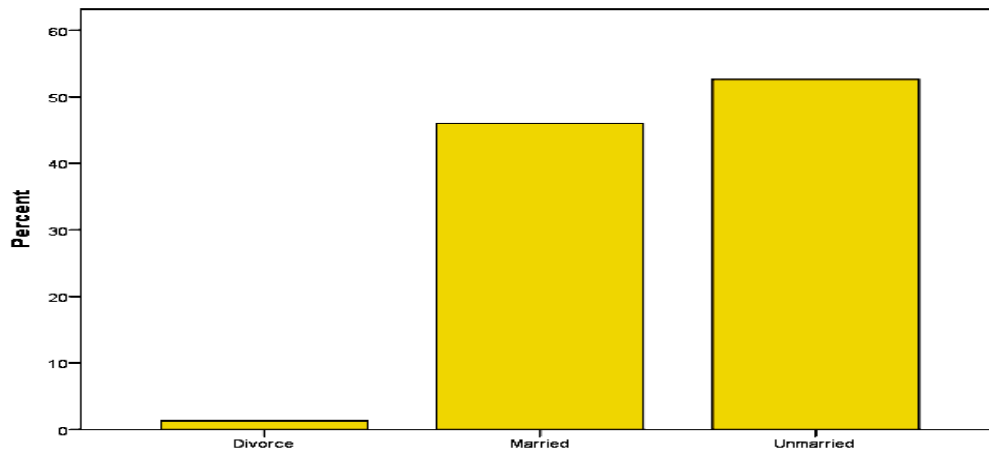
**Figure.2 Percentage of respondents for location**



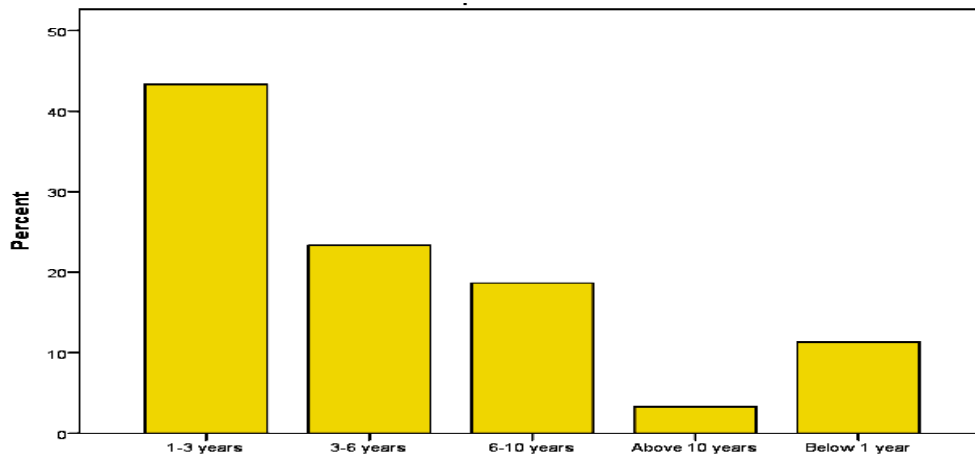
**Figure.3 Percentage of respondents for age**



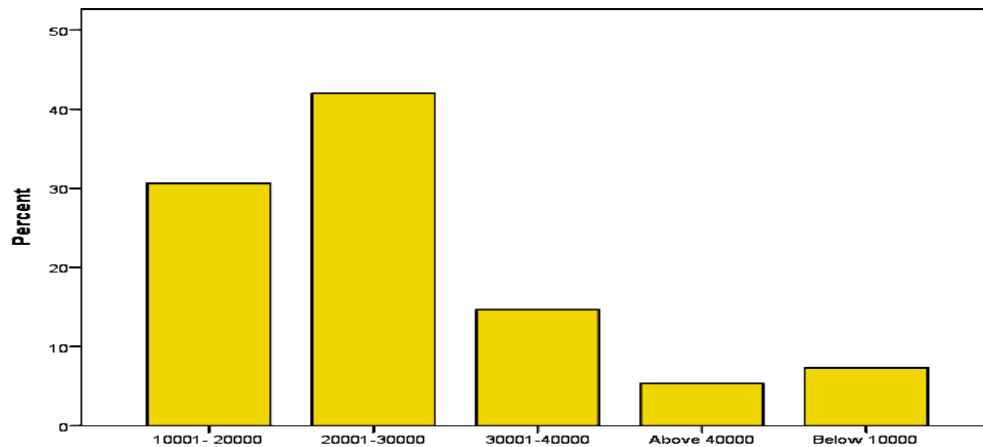
**Figure. 4 Percentage of respondents for educational qualifications**



**Figure.5 Percentage of respondents for marital status**



**Figure.6 Percentage of respondents for work experiences**



**Figure.7 Percentage of respondents for monthly salary**

### **7.8 Responses obtained from simple percentage analysis for company quality services**

The percentages of responses for company's policies & procedures were illustrated in figure.8, from that figure it was found that 52.7 percent of the respondents are highly satisfied, 30 percent of the respondents are satisfied, 15.3 percent of the respondents are neutral, 1.3 percent of the respondents are dissatisfied & 0.7 percent of the respondents are highly dissatisfied about the policies & procedure of the company. The percentages of responses for company's role clarity were illustrated in figure.8, from that figure it was found that 55.3 percent of the respondents are satisfied, 29.3 percent of the respondents are neutral, 14.7 percent of the respondents are highly satisfied, 0 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied about the role of clarity of the company. The percentages of responses for company's flow of communication were illustrated in figure.8, from that figure it was found that 54 percent of the respondents are highly satisfied, 35.3 percent of the respondents are satisfied, 10 percent of the respondents are neutral, 0.7 percent of the respondents are dissatisfied and 0 percent of the respondents are highly dissatisfied about the flow of communication of the company. The percentages of responses for company's operational freedom were illustrated in figure.8, from that figure it was found that 53.3 percent of the respondents are neutral, 34 percent of the respondents are satisfied, 11.3 percent of the respondents are highly satisfied, 1.3 percent of the respondents are dissatisfied and 0 percent of the respondents are highly dissatisfied about the operational freedom of the company. The percentages of responses for company's delegation of authority were illustrated in figure.8, from that figure it was found that 52.7 percent of the respondents are neutral, 33.3 percent of the respondents are satisfied, 12.7 percent of the respondents are highly satisfied, 0 percent of the respondents are dissatisfied and 1.3 percent of the respondents are highly dissatisfied about the delegation of authority of the company. The percentages of responses for teamwork & support were illustrated in figure.8, from that figure it was found that 48 percent of the respondents are satisfied, 35.3 percent of the respondents are neutral, 15.3 percent of the respondents are highly satisfied, 0.7 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied about the teamwork & support of the company.



The percentages of responses for planning & decision-making were illustrated in figure.8, from that figure it was found that 50.7 percent of the respondents are neutral, 28percent of the respondents are satisfied, 18 percent of the respondents are highly satisfied, 2 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied about the planning & decision making of the company. The percentages of responses for career development were illustrated in figure.8, from that figure it was found that 44.7 percent of the respondents are satisfied, 36.7percent of the respondents are neutral, 16.7 percent of the respondents are highly satisfied, 0.7 percent of the respondents are dissatisfied and 1.3percent of the respondents are highly dissatisfied about the career development of the company. The percentages of responses for shift system were illustrated in figure.8, from that figure it was found that 50 percent of the respondents are neutral, 31.3percent of the respondents are satisfied, 17.3 percent of the respondents are highly satisfied, 0.7 percent of the respondents are dissatisfied and 0.7percent of the respondents are highly dissatisfied about the shift system of the company.

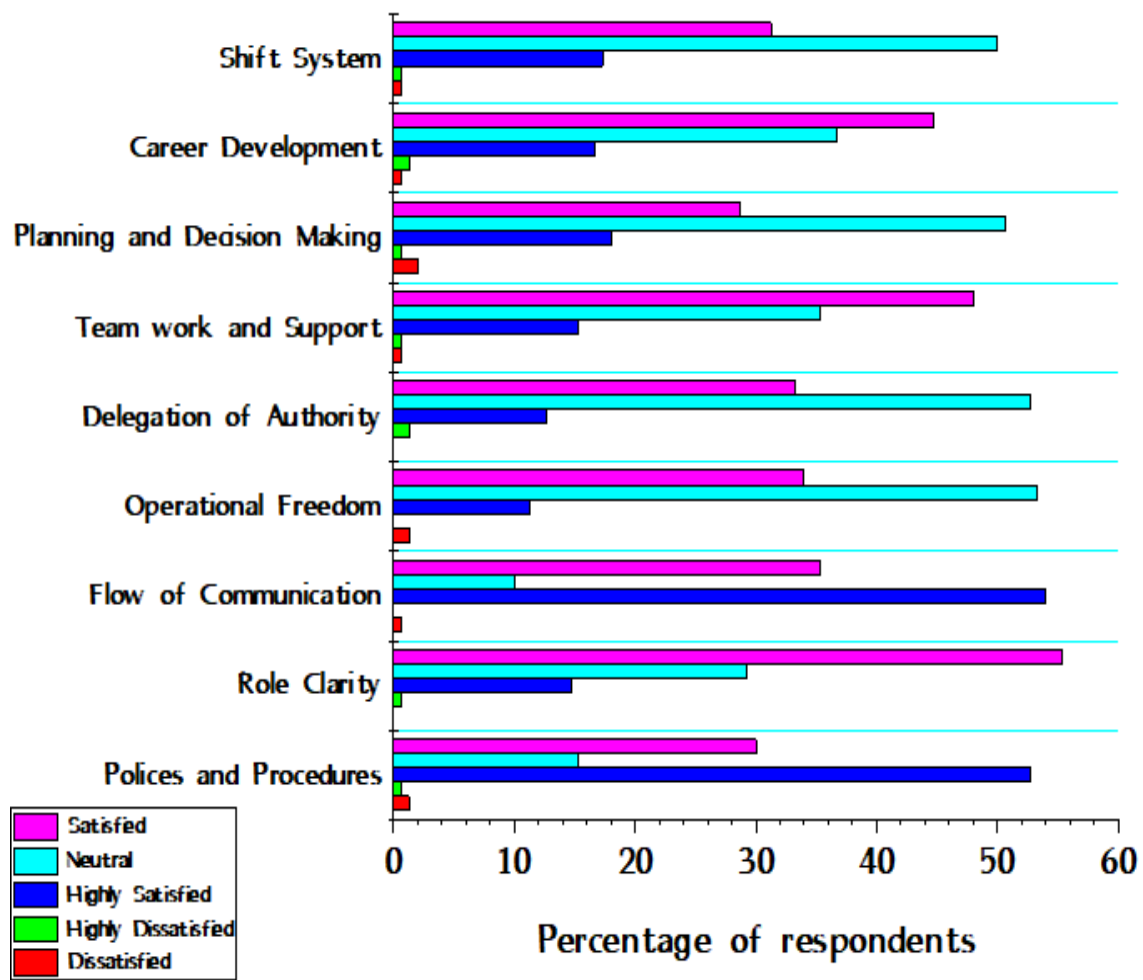


Figure.8 Percentage of respondents for company’s quality of service

### **7.9 Responses obtained from simple percentage analysis for pay and promotional potential**

The percentages of responses for company's salary were illustrated in figure.9, from that figure it was found that 51.3 percent of the respondents are highly satisfied, 30.7 percent of the respondents are satisfied, 17.3 percent of the respondents are neutral, 0 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied with their salary in the company. The percentages of responses for job security company were illustrated in figure.9, from that figure it was found that 38.7 percent of the respondents are satisfied, 32.3 percent of the respondents are neutral, 26 percent of the respondents are highly satisfied, 1.3 percent of the respondents are dissatisfied and 1.3 percent of the respondents are highly dissatisfied of the job security in the company. The percentages of responses for recognition for work were illustrated in figure.9, from that figure it was found that 38 percent of the respondents are neutral, 34 percent of the respondents are satisfied, 26.7 percent of the respondents are highly satisfied, 0.7 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied with the recognition with work in the company. The percentages of responses for employee's yearly increment were illustrated in figure.9, from that figure it was found that the above the table shows that 49.3 percent of the respondents are satisfied, 27.3 percent of the respondents are highly satisfied, 20.7 percent of the respondents are neutral, 2.7 percent of the respondents are dissatisfied and 0 percent of the respondents are highly dissatisfied of the increment in the company. The percentages of responses for employee's incentives were illustrated in figure.9, from that figure it was found that 48.7 percent of the respondents are neutral, 30 percent of the respondents are highly satisfied, 18.7 percent of the respondents are satisfied, 2.0 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied with the incentives in the company. The percentages of responses for extra wages for employee's overtime work were illustrated in figure.9, from that figure it was found that 51.3 percent of the respondents are satisfied, 26 percent of the respondents are highly satisfied, 19.3 percent of the respondents are neutral, 2.7 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied with the extra wages with overtime in the company.

### **7.10 Responses obtained from simple percentage analysis for work relationship**

The percentages of responses for employee's relationship with their co-workers were illustrated in figure.10, from that figure it was found that 50 percent of the respondents are excellent, 32.7 percent of the respondents are above average, 16.7 percent of the respondents are average, 0 percent of the respondents are below average and 0.7 percent of the respondents are poor as their opinion about the relationship with co-workers in the company. The percentages of responses for employee's relationship with their supervisors were illustrated in figure.10, from that figure it was found that the above the table shows that 44 percent of the respondents are above average, 35.3 percent of the respondents are average, 25.3 percent of the respondents are excellent, 0.7 percent of the respondents are below average and 0.7 percent of the respondents are poor as their opinion about the relationship with supervisor in the company.

The percentages of responses for employee’s relationship with their subordinates were illustrated in figure.10, from that figure it was found that 54.7 percent of the respondents are average, 32.7 percent of the respondents are excellent, 12.7 percent of the respondents are above average, 0 percent of the respondents are below average and 0 percent of the respondents are poor as their opinion about the relationship with your subordinates in the company.

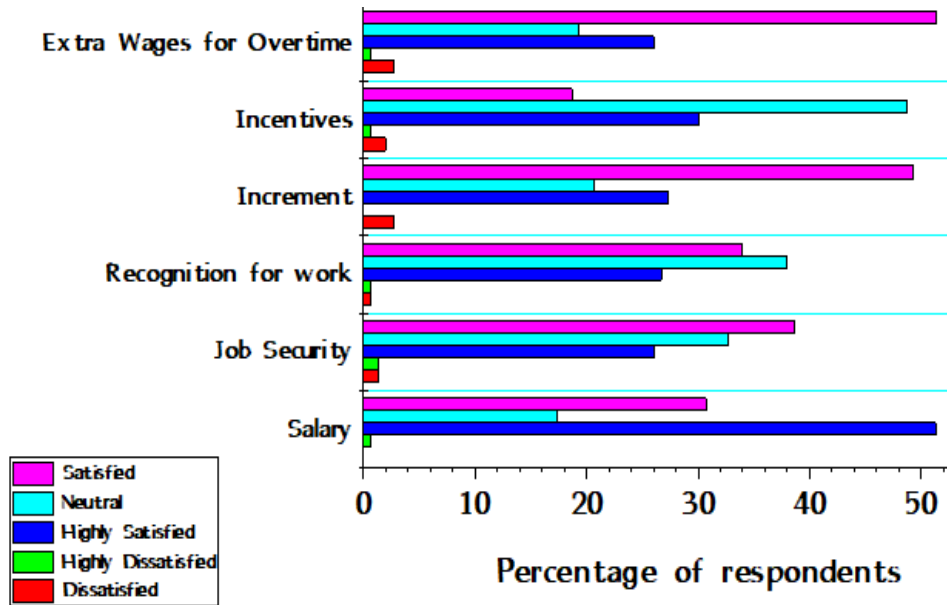


Figure.9 Percentage of respondents for company’s pay and promotional potentials

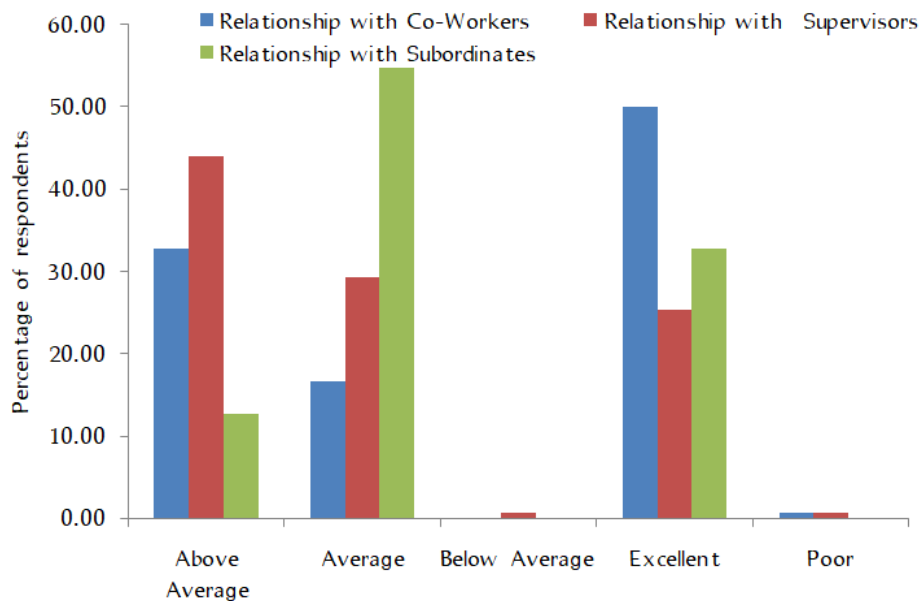
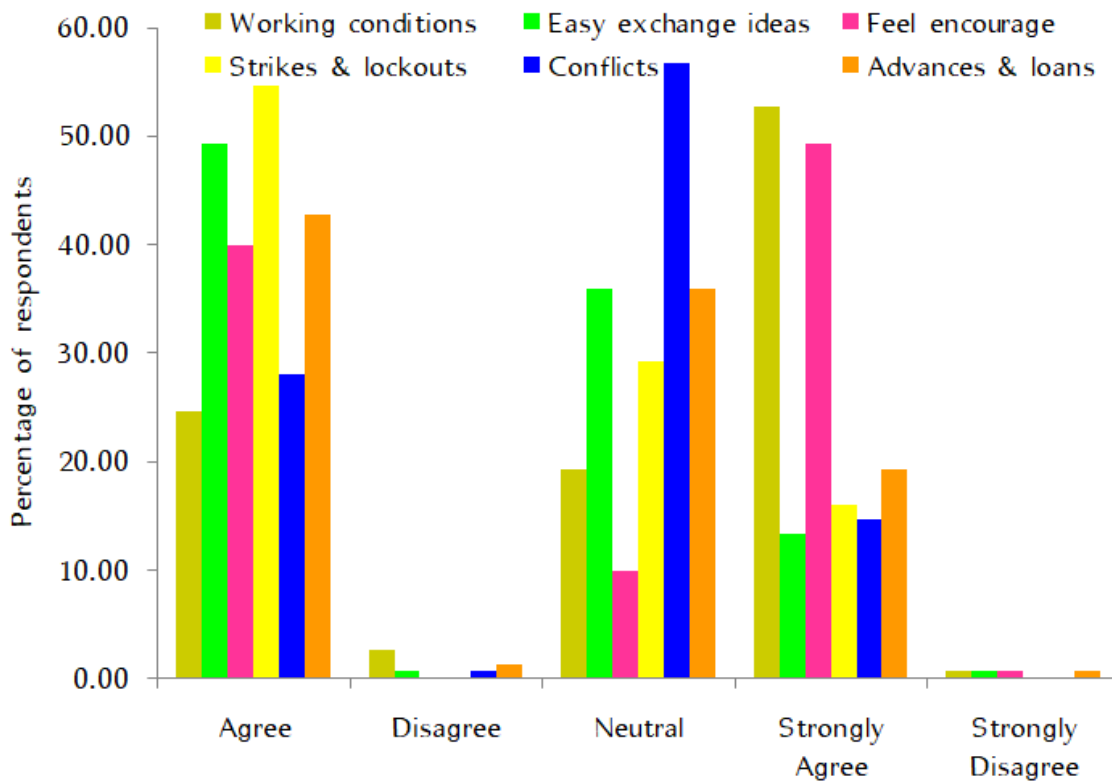


Figure.10 Percentage of respondents for employee’s workplace relationship

**7.11 Responses obtained from simple percentage analysis for working environment**

The percentages of responses for employee’s working environment were illustrated in figure.11, from that figure it was found that 52.7 percent of the respondents are strongly agree, 24.7 percent of the respondents are agree, 19.3 percent of the respondents are neutral, 2.7 percent of the respondents are disagree and 0.7 percent of the respondents are strongly disagree with their improved work conditions of the company.



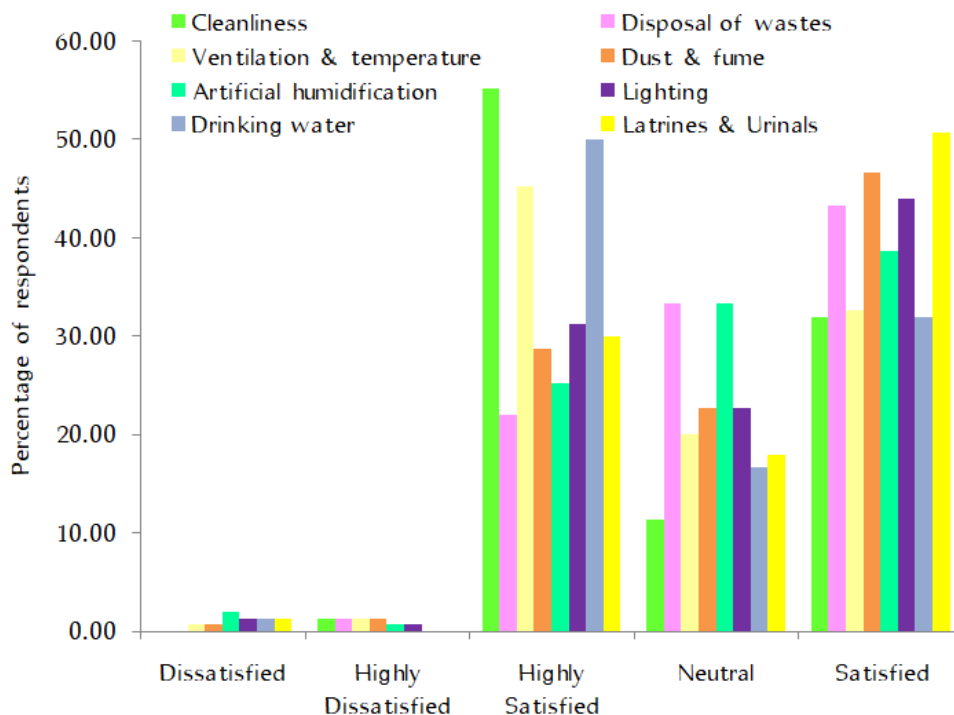
**Figure.11 Percentage of respondents for employee’s work environment inside the company**

The percentages of responses for employee’s easy exchange ideas were illustrated in figure.11, from that figure it was found that 49.3 percent of the respondents are agree, 36 percent of the respondents are neutral, 13.3 percent of the respondents are strongly agree, 0.7 percent of the respondents are disagree and 0.7 percent of the respondents are strongly disagree with their exchange ideas & opinions between staff & management of the company. The percentages of responses for employee’s feel encourage were illustrated in figure.11, from that figure it was found that 49.3 percent of the respondents are strongly agree, 40 percent of the respondents are agree, 10 percent of the respondents are neutral, 0 percent of the respondents are disagree and 0.7 percent of the respondents are strongly disagree with the feel encouraged to think & act on own in the company.

The percentages of responses for employee’s strikes and lockouts were illustrated in figure.11, from that figure it was found that 54.7 percent of the respondents are agree, 29.3 percent of the respondents are neutral, 16 percent of the respondents are strongly agree, 0 percent of the respondents are disagree and 0 percent of the respondents are strongly disagree with the management takes all steps to eliminate strikes & lockouts in the company. The percentages of responses for employee’s conflicts were illustrated in figure.11, from that figure it was found that 56.7 percent of the respondents are neutral, 28 percent of the respondents are agree, 14.7 percent of the respondents are strongly agree, 0.7 percent of the respondents are disagree and 0 percent of the respondents are strongly disagree with the conflicts are openly discussed & resolved by the company. The percentages of responses for employee’s advances and loans were illustrated in figure.11, from that figure it was found that 42.7 percent of the respondents are agree, 36 percent of the respondents are neutral, 19.3 percent of the respondents are strongly agree, 1.3 percent of the respondents are disagree and 0.7 percent of the respondents are strongly disagree with the advances & loans provided by the company.

**7.12 Responses obtained from simple percentage analysis for health dimensions**

The percentages of responses for cleanliness of the company were illustrated in figure.12, from that figure it was found that 62 percent of the respondents are highly satisfied, 32 percent of the respondents are satisfied, 11.3 percent of the respondents are neutral, 0 percent of the respondents are dissatisfied and 1.3 percent of the respondents are highly dissatisfied with the cleanliness of the company.



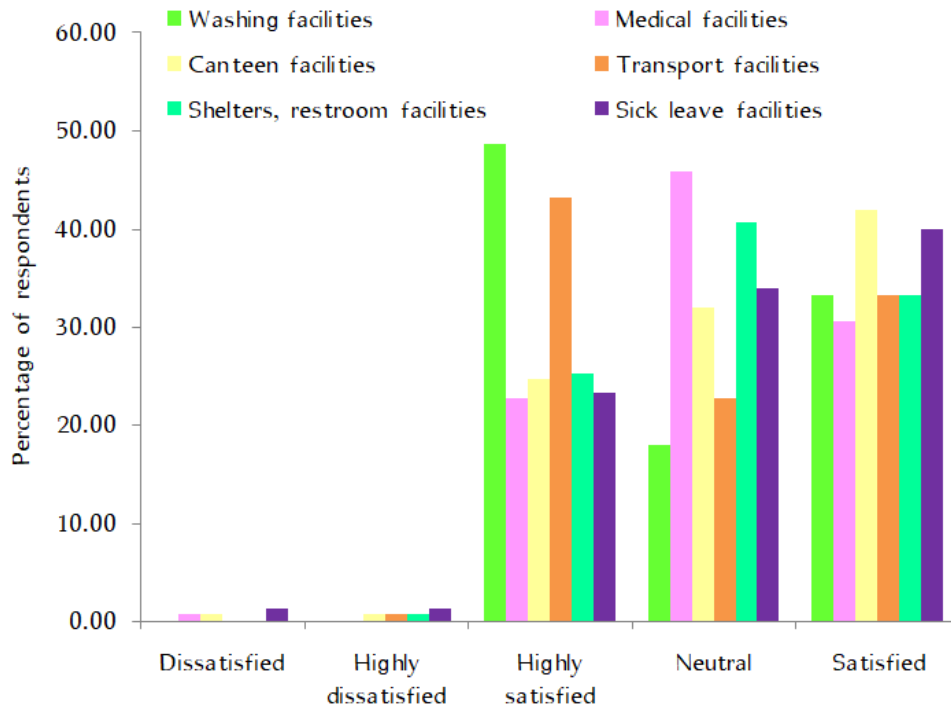
**Figure.12 Percentage of respondents for employee’s health dimensions**

The percentages of responses for company's waste disposals were illustrated in figure.12, from that figure it was found that 43.3 percent of the respondents are satisfied, 33.3 percent of the respondents are neutral, 22 percent of the respondents are highly satisfied, 0 percent of the respondents are dissatisfied and 1.3 percent of the respondents are highly dissatisfied with the company's waste disposals. The percentages of responses for the ventilation & temperature of the company were illustrated in figure.12, from that figure it was found that 45.3 percent of the respondents are highly satisfied, 32.7 percent of the respondents are satisfied, 20 percent of the respondents are neutral, 0.7 percent of the respondents are dissatisfied and 1.3 percent of the respondents are highly dissatisfied with the ventilation & temperature of the company. The percentages of responses for dust & fume of the company were illustrated in figure.12, from that figure it was found that 46.7 percent of the respondents are satisfied, 28.7 percent of the respondents are highly satisfied, 22.7 percent of the respondents are neutral, 0.7 percent of the respondents are dissatisfied and 1.3 percent of the respondents are highly dissatisfied with the dust & fume of the company. The percentages of responses for artificial humidification of the company were illustrated in figure.12, from that figure it was found that 38.7 percent of the respondents are satisfied, 33.3 percent of the respondents are neutral, 25.3 percent of the respondents are highly satisfied, 2 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied with the artificial humidification of the company. The percentages of responses for lighting facilities of the company were illustrated in figure.12, from that figure it was found that 44 percent of the respondents are satisfied, 31.3 percent of the respondents are highly satisfied, 22.7 percent of the respondents are neutral, 1.3 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied with the lighting facilities in the company. The percentages of responses for drinking water facilities of the company were illustrated in figure.12, from that figure it was found that 50 percent of the respondents are highly satisfied, 32 percent of the respondents are satisfied, 16.7 percent of the respondents are neutral, 1.3 percent of the respondents are dissatisfied and 0 percent of the respondents are highly dissatisfied with the drinking water facilities in the company. The percentages of responses for latrines& urinals facilities in the company were illustrated in figure.12, from that figure it was found that 50.7 percent of the respondents are satisfied, 30 percent of the respondents are highly satisfied, 18 percent of the respondents are neutral, 1.3 percent of the respondents are dissatisfied and 0 percent of the respondents are highly dissatisfied with the latrines& urinals facilities of the company.

### **7.13 Responses obtained from simple percentage analysis for welfare dimensions**

The percentages of responses for washing facilities of the company were illustrated in figure.13, from that figure it was found that 48.7 percent of the respondents are highly satisfied, 33.3 percent of the respondents are satisfied, 18 percent of the respondents are neutral, 0 percent of the respondents are dissatisfied and 0 percent of the respondents are highly dissatisfied with the washing facilities of the company. The percentages of responses for medical facilities of the company were illustrated in figure.13, from that figure it was found that 46 percent of the respondents are neutral, 30.7 percent of the respondents are satisfied, 22.7 percent of the respondents are highly satisfied, 0.7 percent of the respondents are dissatisfied and 0 percent of the respondents are highly dissatisfied with the medical facilities of the company.

The percentages of responses for canteen facilities of the company were illustrated in figure.13, from that figure it was found that 42 percent of the respondents are satisfied, 32 percent of the respondents are neutral, 24.7 percent of the respondents are highly satisfied, 0.7 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied with the canteen facilities of the company.

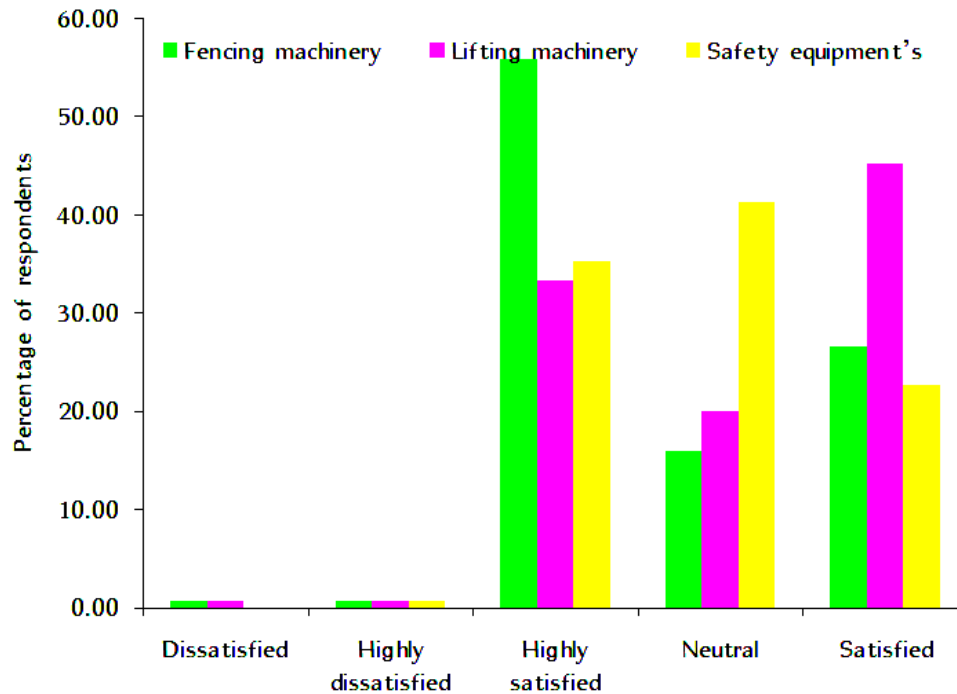


**Figure.13 Percentage of respondents for employee’s welfare dimensions**

The percentages of responses for transport facilities of the company were illustrated in figure.13, from that figure it was found that 43.3 percent of the respondents are highly satisfied, 33.3 percent of the respondents are satisfied, 22.7 percent of the respondents are neutral, 0 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied with the transport facilities of the company. The percentages of responses for shelters, restroom facilities of the company were illustrated in figure.13, from that figure it was found that 40.7percent of the respondents are neutral, 33.3 percent of the respondents are satisfied, 25.3 percent of the respondents are highly satisfied, 0 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied with the shelters, restroom facilities of the company. The percentages of responses for sick leave facilities of the company were illustrated in figure.13, from that figure it was found that The above the table shows that 40 percent of the respondents are satisfied, 34 percent of the respondents are neutral, 23.3 percent of the respondents are highly satisfied, 1.3 percent of the respondents are dissatisfied and 1.3 percent of the respondents are highly dissatisfied with the sick leave facilities of the company.

### 7.14 Responses obtained from simple percentage analysis for safety dimensions

The percentages of responses for safety aspects in fencing machinery of the company were illustrated in figure.14, from that figure it was found that 56 percent of the respondents are highly satisfied, 26.7 percent of the respondents are satisfied, 16 percent of the respondents are neutral, 0.7 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied with the fencing machinery of the company.



**Figure.14 Percentage of respondents for employee's safety dimensions**

The percentages of responses for safety aspects in lifting machines facility of the company were illustrated in figure.14, from that figure it was found that 45.3 percent of the respondents are satisfied, 33.3 percent of the respondents are highly satisfied, 20 percent of the respondents are neutral, 0.7 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied with the lifting machines facility of the company. The percentages of responses for safety equipment's facility of the company were illustrated in figure.14, from that figure it was found that 41.3 percent of the respondents are neutral, 35.3 percent of the respondents are highly satisfied, 22.7 percent of the respondents are satisfied, 0 percent of the respondents are dissatisfied and 0.7 percent of the respondents are highly dissatisfied with the safety equipment's facility of the company.

### 8. Summary of findings from simple percentage analysis

- 65.3 % of the respondents are male in an organization.
- 52.7 % of the respondents of semi-urban location.
  
- 66 % of the respondents are in the age group of 21-30 years.



- 49.3 % of the respondents are undergraduate degree holders.
- 52.7 % of the respondents are unmarried.
- 37.3 % of the respondents are under experience of 1-3 years.
- 42 % of the respondents are in the income level of Rs.21000-Rs.30000.

### **8.1 Quality of the service**

- 52.7 % of the respondents are highly satisfied about the policies & procedure of the company.
- 55.3% of the respondents are satisfied about the role of clarity of the company.
- 54 % of the respondents are highly satisfied with the flow of communication of the company.
- 53.3 % of the respondents are neutral with the operational freedom of the company.
- 52.7 % of the respondents are neutral with the delegation of authority of the company.
- 48 % of the respondents are satisfied with the team & support of the company.
- 50.7 % of the respondents are neutral with the planning & decision making of the company.
- 44.7 % of the respondents are satisfied with the career development of the company.
- 50 % of the respondents are neutral with the shift time of the company.

### **8.2 Pay and promotional potential**

- 51.3 % of the respondents are highly satisfied with the salary of the company.
- 38.7 % of the respondents are satisfied with the job security with the company.
- 38 % of the respondents are neutral with the recognition with work of the company.
- 49.3 % of the respondents are satisfied with the incentives of the company.
- 48.7 % of the respondents are neutral with the incentives of the company.
- 51.3 % of the respondents are satisfied with the extra wages with overtime of the company.

### **8.3 Work relationship**

- 50 % of the respondents are excellent as their opinion about the relationship with co-workers of the company.
- 44 % of the respondents are above average as their opinion about the relationship with supervisors of the company.
- 54.7 % of the respondents are average as their opinion about the relationship with subordinates of the company.

### **8.4 Work environment**

- 52.7 % of the respondents are Strongly Agree with the Improved Work Condition of the company.
- 49.3 % of the respondents are Agree with the Exchange of Ideas & Opinions between Staff & management of the company.
- 49.3 % of the respondents are Strongly Agree with the Feel encouraged to think & act on own of the company.

- 54.7 % of the respondents are Agree with the Management takes all steps to eliminate Strikes & Lockouts in the company.
- 56.7 % of the respondents are Neutral with the Conflict are openly discussed & resolved by the company.
- 42.7 % of the respondents are Agree with the Advances/ Loans provided by the company.

### **8.5 Health dimensions**

- 62 % of the respondents are highly satisfied with the cleanliness of the company.
- 43.3% of the respondents are satisfied with the disposal of wastes of the company.
- 45.3% of the respondents are highly satisfied with the ventilation & temperature of the company.
- 46.7 % of the respondents are satisfied with the dust and fume of the company.
- 38.7% of the respondents are satisfied with the artificial humidification of the company.
- 44 % of the respondents are satisfied with the lighting facilities of the company.
- 50 % of the respondents are highly satisfied with the drinking water facilities of the company.
- 50.7 % of the respondents are satisfied with the latrines & urinals facilities of the company.

### **8.6 Welfare dimensions**

- 48.7 % of the respondents are highly satisfied with the washing facilities of the company.
- 46 % of the respondents are neutral with the medical facilities of the company.
- 42 % of the respondents are satisfied with the canteen facilities of the company.
- 43.3 % of the respondents are highly satisfied with the transport facilities of the company.
- 40.7% of the respondents are neutral with the shelters, restroom facilities of the company.
- 40 % of the respondents are satisfied with the sick leave facilities of the company.

### **8.7 Safety dimensions**

- 56 % of the respondents are highly satisfied with the fencing machinery facilities in the company.
- 45.3 % of the respondents are satisfied with the lifting machines facilities of the company.
- 41.3 % of the respondents are neutral with the safety facilities in the company.

## **9. Suggestions**

- Few employees are not satisfied with operational freedom, Planning and Decision Making and Delegation of Authority. Therefore, the management shall give the permission to freedom of employee with in work organization.
- Some of the employees are not satisfied with the Shift system (Day and Night) currently following in the company. Henceforth the management should consider for employee's convenience for shift system.

- Few employees were felt that the management is not giving proper recognition for the work. It will reflect on the productivity. Henceforth the management should give proper recognition for the employees work performances.
- Existing Incentives are not satisfied for certain employees. It is advisable to the management to consider the employees expectations to satisfy the employees, which results in better organizational climate.
- Most of the employees are not satisfied with the relationship with their subordinates. So, sometimes conflicts arise among the employees. It is most important for the management to take necessary steps to build positive relationships among all levels in the organization. It will help to improve peaceful atmosphere in the concern.
- Few employees are not satisfied with Medical Facilities. So the management can arrange for proper medical facilities for all the employees in an organization.
- Some of the employees are not satisfied with the Shelters, Restroom Facilities. So the management can arrange for all facilities in better organizational climate.
- Some employees are not satisfied with providing existing safety equipment's. This affects the job involvement, dedication in work and productivity. It is advisable to the management to consider about providing safety equipment's for the employees.
- There is significant relationship between the work experience and planning & decision-making. Some of the employees are neutral with planning & decision making in organizational structure.
- Management should also provide clean latrine and urinal facilities inside the organizational campus.

## 10. Conclusions

The study observed that the employee's work quality and organizational climate in a typical textile industry at Erode district, Tamilnadu, India are in satisfactory level. The study reveals that the employees of the company are providing all factors, which are leading to overall satisfaction of the employees. However, there are few areas of the concern where the employees are dissatisfied. The company can concentrate on such facilities like medical facilities, shelters, restroom facilities, operational freedom, and delegation of authority, planning & decision-making, recognition with work, incentives and extra wages for overtime employee's quality of medical facilities to boost the employee morale. The suggestions were given to management for betterment of the company. By following these suggestions, company can increase quality of work and better organizational climate.

## References

1. Robert.J.Riggle, The impact of organizational climate variables of perceived organizational support, workplace isolation, and ethical climate on salesperson psychological and behavioral work outcomes, Graduate Theses and Dissertations, University of South Florida, University of South Florida Scholar Commons, 2017.
2. Rekha Nair, Climate studies and associated best practices to improve climate issues in the workplace, Proceedings of the Women in Engineering Programs and Advocates Network (WEPAN) Conference, 2006.
3. Mahal, Prabhjot Kaur, Organizational culture and organizational climate as a determinant of motivation, IUP Journal of Management Research, 2009, 08 (10), pp.38-51.
4. Christopher.P.Parker, Boris.B.Baltes, Scott.A.Young, Joseph.W.Huff, Robert.A.Altmann, Heather.A.Lacost, Joanne.E.Roberts, Relationships between psychological climate perceptions and work outcomes: a meta-analytic review, Journal of Organizational Behavior, 2003, 24, pp.389–416.
5. Charles Glisson, Lawrence.R.James, The cross-level effects of culture and climate in human service teams, Journal of Organizational Behavior, 2002, 23, pp.767-794.
6. Ludwig Fritsch, Effective HR systems: The impact of Organizational climate and organizational strategy on strategic behaviour, Industrial and Organizational Psychology-Bachelor Thesis, University of Twente, 2009.
7. Nour-Mohammad Yaghoubi, Jamshid Moloudi, Atiyeh Haghi, Relationship of organizational culture and organizational intelligence in public organization, Business Management Quarterly Review, 2010, 01 (01), pp.01-08.
8. Anil Kumar Singh, Impact of the HRM practices and organization culture on managerial effectiveness in public sector organizations in India, 2010, Agriculture Economics-Czech, 56, pp.379–386.
9. Harald Bergsteiner, Jing, Fenwick Feng, Gayle.C.Avery, Enhancing performance in small professional firms through vision communication and sharing, Asia Pacific Journal of Management, 2014, 31(02), pp.599-620.
10. Churchill, A.Gilbert, Neil.M.Ford, Orville.C.Walker, Organizational climate and job satisfaction in the sales force, Journal of Marketing Research, 1976, 13 (04), pp.323-332.
11. Burke, W.Warner, George.H.Litwin. A causal model of organizational performance and change, Journal of management, 18, (03), pp.523-545.

12. Normala, Daud, Investigating the relationship between quality of work life and organizational commitment amongst employees in Malaysian firms, *International Journal of Business and Management*, 2010, 05 (10), pp.75-82.
13. Eric Lambert, Nancy Hogan, The importance of job satisfaction and organizational commitment in shaping turnover intent a test of a causal model, *Criminal Justice Review*, 2009, 34 (01), pp.96-118.
14. Hadi Farid, Zahra Izadi, Ismi Arif Ismail, Farhad Alipour, Relationship between quality of work life and organizational commitment among lecturers in a Malaysian public research university, *The Social Science Journal*, 2014.
15. B.Schneider, V.Gonzalez-Roma, C.Ostroff, M.A.West, Organizational climate and culture: Reflections on the history of the constructs in the *Journal of Applied Psychology*, 2017, 102 (03), pp.468–482.