Relationship between Organisational Climate and Positive Attitude among Industrial Workers

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Abstract:
Armstrong states that, job satisfaction refers to the attitude and feeling; people have about their work. The liking of the job and favourable feeling indicates Positive and favorable attitude towards the work.

Organizational Climate has potential influence on Attitude of workers, production, satisfaction, absenteeism, and motivation, turnover of workers and overall prosperity of the business. The impact of Organizational Climate on attitude, productivity, profits and organizational effectiveness

The type of Organisational Climate that exists in within the industry influences the employee. The impact of organizational climate on employee attitude and ultimately on productivity and profits is inevitable. Therefore, in recent years,

The attention of management is drawn towards the organizational climate and employee satisfaction.

Key words: Positive Attitude, Organisational Climate, Employee Satisfaction, Work behaviour.

Introduction: The type of Organisational Climate that exists in within the industry influences the employee attitude. Organizational Climate has potential influence on attitude among workers and ultimately on production, satisfaction, absenteeism, motivation, turnover and overall prosperity of the business. The impact of Organisational Climate on attitude workers and productivity, profits and organizational effectiveness has, in recent years, drawn the attention of top management.

Job Satisfaction is concerned to their feeling and attitudes towards the work. It means if the workers are happy while they are working they can be said satisfied and have a positive attitude. Armstrong states that, job satisfaction refers to the attitude and feeling; people have about their work. The liking of the job and favourable feeling indicates Positive and favorable attitude towards the work.

Statement of the Problem: Roha is one of the Taluka place in the Raigad district. In 1973, the State Government has established Maharashtra Industrial Development Corporation in Dhatav-Roha. Many small and medium scale industries have started industrial units and running successfully over the last forty years. The total number of workers in this industrial area is near about 3000. Organisational Climate in Work culture plays a very important role in developing attitude among the workers towards work and ultimately in productivity, industrial peace, works behaviour, accidents, and employee satisfaction. Therefore, I have undertaken to study correlations between Organisational Climate factors and Positive Attitude among in selected industries in Roha industrial Area. For this project, 404 respondents from different age groups, experience, education and income levels have
selected. Hence, the present study examines the organizational climate factors of work behaviour which play important role in positive attitude of industrial workers with special reference to Roha industrial area.

Objectives of the Study

This study is undertaken specially with the following objectives.

a) To study the various factors of Organisational Climate.
b) To examine the attitude towards work among workers in selected industries in Roha.
c) To study the relationship between Organisational Climate factors and positive attitude.

Literature Review

Mamoria, (2007) stated that employee satisfaction is an emotion, a feeling and a matter of perception. It focuses on general attitudes of individual employees at work. It arises from the employee’s appraisal of experience at work, it involves likes and dislikes as well as needs and wants, which are internal and external to the employees. It may be important to distinguish between positive and negative aspects of job satisfaction.

Herzberg analyzed the results of twenty six studies focusing on the relationship of Organisational Climate and job satisfaction. He found that in fourteen studies revealed workers with positive attitudes and satisfied approach were more productive than those with negative attitutes.

Positive Attitude is the end result of employee satisfaction. Employee satisfaction is the end feeling of a person after performing a task. To the extent a person’s job fulfills his dominant needs and in consistent with his expectations and values, the job will be satisfying. The feeling would be positive or negative depending upon whether need is satisfied or not.

In an earlier research (Sinha 1980) suggested a number of organizational factors of work behaviour also. Those are: 1) Working conditions, 2) Superior Subordinate Relationships, 3) Work Pressure 4) Up to date Technology 5) Work Norms and 6) Reinforcements.

Methodology Adopted

Sinha 1980 suggested some of the factors of work behaviour. These factors are to organizational climate are listed below:

a) Working conditions, b) Superior-subordinate Relationship, c) Work Pressure, d) Work Norms, e) Up-to-date technology, f) Reinforcement:

These climate factors operate as an organizational press and leads towards the centrality of work. Six factors were measured with the help of four statements each two of which were positive worded and two were negative worded. These are briefly discussed below:-

a) Working Conditions: These are the physical facilities available on the job. The examples of statements are: The organization provides latest tools for work; and the working conditions do not provide necessary safety and health measures.
b) **Superior-Subordinate Relationship:** It is kind of positive relationship which superior expect from his subordinate that he should work hard and comply willingly the superior’s directions. The examples of the items are: It is not easy to take a work from subordinate; and the superior demands that the targets are realized.

c) **Work Pressure:** It is measured by the items related to workload. The examples of positive and negative items are: There is so much work pressure that the worker hardly have time to think of anything else; and Workload is very heavy.

d) **Work Norms:** These are the shared expectations that employees should and they indeed do work hard in the organization. The items used to measure this element are; there is enough work for everybody; and work is not considered important here.

e) **Up-to-date Technology:** It is concerned to the all manufacturing concern and it is measured with the items are: The plants and machines are poorly maintained; and the plants have the latest machines and equipment.

f) **Reinforcements:** It means the perception the hard and sincere work was rewarded in the organizations. The items used for measuring this element are: Hard work is adequately rewarded; and Politics, not hard work, pays here.

In this way, total twenty-four statements were there about organizations which were rated on four-point scale of 1) Strongly Disagree 2) Disagree 3) Agree and 4) Strongly Agree. Scores for the negatively keyed items were reversed.

‘Reliability’ represents the consistency of the items of the scale and the whole scale. The consistency of the items was checked with help of total items correlations coefficient method. Cronbach Alpha was calculated in order to check the reliability of each scale.

### Tests of Validity of the Questionnaire

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Instrument</th>
<th>No. of Items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Organisational Climate</td>
<td>24</td>
<td>.738</td>
</tr>
</tbody>
</table>

### Statistical Tools for Analysis:

The mean and standard deviation, Factor Analysis, Correlations are the tools used for analysis.

### Results and Discussions:

In the following Table, the Mean and Standard deviations of these items are given.

### Mean and Standard Deviation of Organizational Climate Factors

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Organizational climate Factors</th>
<th>Nos.</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Working Conditions</td>
<td>404</td>
<td>2.9901</td>
<td>.49114</td>
</tr>
<tr>
<td>2</td>
<td>Superior-Subordinate Relationship</td>
<td>404</td>
<td>2.9134</td>
<td>.43808</td>
</tr>
<tr>
<td>3</td>
<td>Work Pressure</td>
<td>404</td>
<td>2.3775</td>
<td>.42977</td>
</tr>
<tr>
<td>4</td>
<td>Work Norms</td>
<td>404</td>
<td>2.9765</td>
<td>.43434</td>
</tr>
<tr>
<td>5</td>
<td>Up-to-date Technology</td>
<td>404</td>
<td>2.7259</td>
<td>.45778</td>
</tr>
<tr>
<td>6</td>
<td>Reinforcements</td>
<td>404</td>
<td>2.8274</td>
<td>.52516</td>
</tr>
</tbody>
</table>

Source: Statistical Analysis from Primary Data
From the above table and concerned graph of means and standard deviation, the trend and feelings of workers about organization climate factors is analyzed. It observed that, all the six factors, i.e. working conditions, superior-subordinate relationship work pressure, work norms, up-to-date technology and reinforcement have positive results as the means of all dimensions are approximately 3.00 which seems to be very significant. The factors having positive feelings from workers are mostly concerned with the working conditions provided; technology used by the industries and reinforcement means the hard work is rewarded in the organization. It means that the physical facilities, technology and the reward system used are appreciated by the workers. Similarly, the factors concerned with superior-subordinate relationships, work pressure and work norms also favourable. These factors are very important for creating the healthy work culture in the organization. The superior-subordinate relationship is directly connected with harmonious relations in the industry. The work pressure is concerned with the workload assigned to the workers. The analysis shows that the workers think the quantum of workload is logical and therefore the work norms i.e. the expectations of the superiors are also fulfilled.

**Positive Attitude:** Positive Attitude among workers is concerned to the feeling and attitudes towards the work. It means if the workers are happy while they are working they can be said satisfied and have a positive attitude. Armstrong states that, job satisfaction refers to the attitude and feeling; people have about their work. The liking of the job and favourable feeling indicates Positive and favorable attitude towards the work. Therefore, the researcher has asked a question to the respondents for measuring their attitude and liking of the job. The response on this question is presented below:
Responses of workers about liking of the job

<table>
<thead>
<tr>
<th>Options about Liking of the Job</th>
<th>No. of Respondents</th>
<th>% of the Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) I hate it.</td>
<td>01</td>
<td>0.2</td>
</tr>
<tr>
<td>b) I dislike it.</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>c) I don’t like it.</td>
<td>03</td>
<td>0.7</td>
</tr>
<tr>
<td>d) I am indifferent to it.</td>
<td>18</td>
<td>4.5</td>
</tr>
<tr>
<td>e) I like it.</td>
<td>85</td>
<td>21.0</td>
</tr>
<tr>
<td>f) I am enthusiastic about it.</td>
<td>177</td>
<td>43.8</td>
</tr>
<tr>
<td>g) I love it.</td>
<td>120</td>
<td>29.8</td>
</tr>
<tr>
<td>Total</td>
<td>404</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: Statistical Analysis from Primary Data

From the above table, it is observed that, 43.8 percent respondents are enthusiastic about their job whereas 29.8 percent employees love their job and 21.00 percent employees like their job. It means approximately 95% employees have responded positively about the liking of the job therefore they seems to be very satisfied. A little percentage of the employees indicated dislike about their job. The responses about those questions are exhibited with the help of the following graphnow.

Responses from workers about Liking of the Job

From the above Pie Charts it can be analyzed that majority of the respondents have expressed their happiness towards working with their firm and most of them stated that they are enthusiastic about their job in the industry. It can be observed that 29.8 percent respondents love their job, 43.8 percent are enthusiastic and 21 percent like the job. Hardly, 5 percent of the workers have indicated the negative feeling about the liking of job. The attitude towards the job plays very important role in creating the synergic work culture. Satisfied workers in the organization always give voluntary cooperation to the policies and programme of corporates. Hence, here we can say that workers having positive attitude are satisfied and resulting into productivity.
The Mean and standard deviation of ‘Positive Attitude’ obtained is shown in the following Table.

<table>
<thead>
<tr>
<th>Positive Attitude</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Attitude</td>
<td>404</td>
<td>1.50</td>
<td>7.00</td>
<td>6.0347</td>
<td>.92661</td>
</tr>
</tbody>
</table>

Source: Statistical Analysis from Primary Data.

If we analyzed the mean and standard deviation from Table 5.1 of Positive Attitude it shows that the mean is 6.0347 which are very significant. Employees are satisfied and have a positive attitude so they perform better and contribute to the organization.

**Correlations between Organisational Climate and Positive Attitude**

<table>
<thead>
<tr>
<th>Organisational Climate Factors</th>
<th>Positive Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Conditions</td>
<td>.177**</td>
</tr>
<tr>
<td>Superior-Subordinate Relationship</td>
<td>.069</td>
</tr>
<tr>
<td>Work Pressure</td>
<td>-.084*</td>
</tr>
<tr>
<td>Work Norms</td>
<td>.084*</td>
</tr>
<tr>
<td>Up-to-date Technology</td>
<td>.202**</td>
</tr>
<tr>
<td>Reinforcement</td>
<td>.119**</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (1-tailed).
*. Correlation is significant at the 0.05 level (1-tailed).

Source: Statistical Analysis from Primary Data.

The organizational climate variable of Working Conditions \(r = .177, P \leq .01\), Work Norms \(r = .084 P \leq .05\), Up-to-date Technology \(r = .202 P \leq .01\) and Reinforcement \(r = .119 P \leq .05\) shows significant correlation with Positive Attitude. The good working condition having ample physical facilities increases the satisfaction and leads towards positive attitude. Secondly, the positive and viable work norms develop enthusiasm and positive attitude towards work. Thirdly, the new plant and machinery and training to workers when new technology is introduced, contributes cognitive work climate and develops positive attitude among the workers. Finally, reinforcement means the perception developed about the hard work and sincerity is rewarded created positive attitude. But, the Work Pressure \(r = -.084, P \leq .05\) have shown negative correlation with Positive Attitude. It indicates that there is higher work load resulted into dissatisfaction and ultimately effects on attitude also.

**Concluding Remarks:** Organisational Climate can have potential effects on employee motivation and behaviour, so it has long been effect on outcomes such as Positive Attitude, productivity, performance, commitment, self-confidence and ethical behaviour.
The correlations of all the Organizational Climate Factors shows positive and significant except few factors like work pressure and relationship.

From the analysis, it is found that majority of the respondents have expressed their happiness towards working with their firm and most of them stated that they are enthusiastic about their job profile in the industry. It can be observed that 29.8 percent respondents love their job, 43.8 percent are enthusiastic and 21 percent like the job.

If we analyzed the mean and standard deviation from Table of Positive Attitude it shows that the mean is 6.0347 which are very significant. It means that the workers from the Roha Industrial Area have a Positive Attitude towards their organization. Sinha (1990) identified that in a synergetic work culture, workers believe that the organization rewards hard work, recognizes merit, and places appropriate importance on work. In such an environment, employees are satisfied and have a positive attitude so they perform better and contribute to the organization.

References:
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