Organisational Climate: An Empirical Investigation in PennaCement Industries Limited (PCIL)

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ABSTRACT: *Creating and sustaining competitive advantage is the top priority of any organisation. Companies are trying to be more competitive through continuously building their capabilities and process. There are many sources of competitive advantages such as human resources, technology, structure and process etc. Many organisations are realized that human resources are of one of the important source of competitive advantage and sustaining of the organisation for a long term.Itis evidenced that work environment play a positive role in exerting greater efforts from the employees. Thus, positive work environment can be created with the help of organisational climate intervention. This study investigates the prevailing organisational climate in Penna Cement Industries Limited and to identify the variations in perception on organisational climate base on demographic characteristics. Research hypotheses are developed from the related literature and tested through the data collected from 250 sample respondents. The collected data is analyzed with the help of SPSS (20 version). The results revealed that there is existence of positive organisational climate (such as Job Characteristics, Empowerment, Personal Relations, Performance and Reward, Participative Management, Conflict Resolution etc.)*

KEYWORDS: *Organisational Climate, Conflict Resolution, Empowerment, Job Characteristics, Performance and Reward, Participative Management.*

I. INTRODUCTION

Organizations in the 21[st]century are facing more challenges than ever before. These challenges are not unique to any specific organisation or industry, but affect all organisations, regardless of their structure or size. Organizational climate in particular is constantly challenged by changes impacting organisations today (Nair, 2006). To survive and outdo their competitors, organisations are constantly seeking to improve their performance. Brown and Leigh (1996)opinion thatorganizational climate is becoming more important than ever before because organisations need to ensure that those individuals who add value to the bottom line should stay in the organisation and continue pouring their efforts into their work to benefit the organisation.

According to Watkin and Hubbard (2003), high-performing organisations have climates with particular measurable characteristics, which are shown to directly account for up to 30% of the variance in key business performance measures. This is supported by research that examined the relationship between the way in which employees describe their work environments and the relative performance of these environments (Wiley & Brooks, 2000). Since Mayo's (1993) studies at Western Electric, researchers have been interested in understanding how employees' perceptions of the work environment influence their level of job satisfaction. These studies found that environmental factors influence worker productivity and morale. Peek (2003)in his study report that an organisational climate that allows a high degree of autonomy and nurtures relationships among peers, supervisors and subordinates results in more satisfied workers. Organisations that are able to create environments that employees perceive as benign and in which they are able to achieve their full potential are seen as a key source of competitive advantage (Brown & Leigh, 1996). Organisational climate can therefore be regarded as a key variable in successful organisations.

II. LITERATURE REVIEW:

In this section an attempt has been made to review the previous empirical studies relating to organisation climate and for the purpose of formulationof problem statement for the present topic. Organisational climate is a meaningful construct with significant implications for understanding human behaviour in organisations (Allen, 2003; Al-Shammari, 1992; Ashforth, 1985; Cotton, 2004; Glission & James, 2002; Tustin, 1993; Woodman & King, 1978). A number of definitions of organisational climate have been

formulated in the various studies on the concept (Forehand & Gilmer, 1974; Gerber, 2003; Hellriegel & Slocum, 1974; Litwin & Stringer, 1968; McMurray, 2003; Moran & Volkwein, 1992; Pritchard & Karasick, 1973; Schneider & Snyder, 1975; Tagiuri & Litwin, 1968)and although a precise and unitary definition of climate does not exist, researchers found that certain characteristics describe the construct and differentiate it from other concepts. These characteristics are as follows:

- Climate is generally considered to be a molar construct that can change over time.
- It is perceived by and shared among organisational members, which can result in consensus among individuals.
- It consists of global impressions of the organisation that members form through interacting with each other and organisational policies, structures and processes.
- Climate perceptions are descriptions of environmental events and conditions rather than evaluations of them.
- The climate construct is multidimensional.
- It refers to the 'feeling of an organisation'.
- Climate can potentially influence an individual's behaviour.

For the purposes of present investigation, definitions by Gerber (2003) and Moran and Volkwein(1992) were integrated. Organisational climate is defined as the shared perceptions, feelings and attitudes that organisational members have about the fundamental elements of the organisation, which reflect the established norms, values and attitudes of the organisation's culture and influences individuals' behaviour positively or negatively.

Organizational climate has been defined as a perception of the psychologically important aspects of the work environment and is recognized as a potential influence on employees' workplace behavior and job satisfaction (Ashforth, 1985). Climate consists of a set of characteristics that describe an organization, distinguish it from other organizations, are relatively enduring over time and influence the behavior of people in it. The individual worker's perception of his work environment rather than a consensus view is considered, as different individuals may perceive the same workplace in different ways (Klien K. J., 2001).

Organizational climate is defined as shared perceptions or prevailing organizational norms for conducting workplace activities (Reichers&schneider, 1990). It has been conceptualized as a cognitively based set of perceptual descriptions that define the psychological climate (Jones, 1984), and therefore it is possible to measure individual-level perceptions of the organizational climate for updating (Kozlowski&Hults, 1987). So the focus is on employees' perceptions of salient features of the organizational context. Kozlowski (1988) recommended that research consider the interaction between individual characteristics and perceived situational features of the environment when determining whether technical professionals will voluntarily seek to learn new skills. Perceptions relevant to a specific climate domain such as the innovation climate have motivational implications on congruent behavioral outcomes (Schneider, 1983).

According to Campbellet, (1970)organizational climate is defined as a set of attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment. For the individual members within the organization, climate takes the form of a set of attitudes and experiences which describe the organization in terms of both static characteristics (such as degree of autonomy) and behavior outcome.

Neelameham(2013) in his study found that the relation between demographic variables and organisational climate of a cement company, found no significant influence of religion on overall organisational climate. Verghese Singh &Verma(2010) studied the relation between customer orientation and organizational climate from a sample of 500 employees in public sector and private sector banks and arrived at a conclusion that organizational climate enhances with customer orientation. Higher customer orientation is conducive for building a sound organizational climate.

Srivastav(2009) investigated organizational climate by measuring six climate motives on 453 executives in a large Indian public sector industry using motivational analysis of organizational climate. The findings demonstrate the heterogeneous nature of organizational climate, and the study helps to provide a better appreciation of differences in employee behavior across the company.

Schulte (2006) conducted a research, which demonstrated that both individual-level climate perceptions and organizational climate are related to job satisfaction and examined the overall climate in a work unit has significant influence on individual attitudes, after accounting for individuals' idiosyncratic perceptions of the climate.

Smit,Collins & Clark (2005) suggested that an organization's climate plays a strategic role in knowledge creation capability. Patterson,Warr& West (2004) predicted that associations between company climate and productivity would be mediated by average level of job satisfaction by studying 42 manufacturing companies and interpreted that company productivity was more strongly correlated with those aspects of climate that had stronger satisfaction loadings. The study with regard to hotel industry of Davidson (2000) for the influence of demographics on organisational climate found no influence of gender. The results imply that perceptual abilities of employees do not differ in gender towards organisational climate. Hence, HR systems and policies may not be framed keeping in view gender of the employees.

Lin (1999) studied the relationship between organizational climate and quality management practices of Taiwanese small-and medium-sized manufacturing companies and connoted the small and medium-sized firms that tend to de-emphasize organizational structure appear to have a high-quality-tendency orientation. Organizational climate is defined as shared perceptions or prevailing organizational norms for conducting workplace activities (Reichers&schneider, 1990). It has been conceptualized as a cognitively based set of perceptual descriptions that define the psychological climate (Jones, 1984), and therefore it is possible to measure individual-level perceptions of the organizational climate for updating (Kozlowski&Hults, 1987).
Dawson (1987) Focus on demographic determinants of workers job satisfaction but, the others relate it with nature of work and working conditions at the workplace. Similarly, fair promotion system in the organization, job autonomy, leadership behaviour, social relations and the job itself are also among the important factors of job satisfaction.

III. STATEMENT OF THE PROBLEM:
The present study makes an attempt to examine the organizational climate in Penna Cement Industries Limited (PCIL) through the organizational climate dimensions which are more comprehensive. It has been empirically proved in many Indian and Western organizations that employee-centered climate and achievement-oriented climate ultimately improve performance. In this context, it seems worthwhile to undertake an investigation into organizational climate. The valid conclusions based on such an investigation would result in suggestions for bringing about a work environment essential for scaling new heights in employee productivity in manufacturing sector. Further it stimulates thinking among researchers on dimensions to be incorporated in a study of organizational climate.

IV. NEED FOR THE STUDY:
Organisational climate is essentially about 'what it's like to work here'. True to the climate metaphor, organisational climate is primarily about the perceptions of the climate rather than its absolute measures. While temperature is an important measure of geographic climate, it is not the temperature that is of interest, but our perception of it. "What may be too cool for me may be too warm for you".
Its characteristics and perceptions into categories such as the nature of inter-personal relationships, nature of hierarchy, the nature of work and the focus of support and rewards. It is through those characteristics and perceptions that climate has a bio-directional relationship with everything the organisation affects and is affected.

➢ Organisational literature describes climates of crisis, trust, cooperation, calm, distrust, entrepreneurial, innovation, fear, respect, collective learning, openness and so on.
➢ Climates are also described as political, supportive, creative, strong etc.
➢ For each climate there is an opposite climate; calm v/s crisis, trust v/s distrustetc.
➢ Climate relates strongly to performance measures
Thus the above discussions show how the problem of climate is very important to the organisation hence the present study.

V. RESEARCH METHOD AND DESIGN:

Objectives of the Study

The following are the objectives of the present study

1. To study the perception of employees towards their working environment (Organisational Climate Dimensions).
2. To identify the variations in perceptions on Organisational Climate Dimensions base on personal variables (such as Age, Gender, Education, Religion, Caste and Income variables).
3. To offer suggestions to improve the Organisational Climate in Penna Cement Industries Limited.

Hypotheses of the study

In order to achieve the above stated objectives, the following hypotheses have been proposed.

H: The perceptions of respondents on organisational climate dimensions differ significantly among differentdemographic groups of respondents.

Research Design

The descriptive survey research is considered suitable for the present study. The reason for selecting the descriptive method of research was that it helps in generalization to a greater extent than the experimental research design.

Population of the Study

The target population for the present study is all category of employees working in Penna Cement Industries Limited, plant located in Tadipatri, Anantapuram District (Andhra Pradesh).

Sample Method and Size

Sample respondents for the present study is divided in two different strata based on level of management and department to which they belong. From each level of management and department a total of 250 sample respondents are selected based on stratified random sampling method. Table I provides the demographic details of the respondents.

Table I. Profile of Respondents – Penna Cements

Demographic Factor		Frequency	Percentage
Age	Below 30 years	11	4.4
	31 – 40 years	119	47.6
	41 – 50 years	93	37.2
	51 years and above	27	10.8
Gender	Male	197	78.8
	Female	53	21.2
Religion	Hindu	208	83.2
	Christian	13	5.2
	Muslim	29	11.6
Caste	OC	123	49.2
	BC	103	41.2
	SC	24	9.6
Educational Qualification	SSC	63	25.2
	Inter	111	44.4
	UG	37	14.8
	PG and Above	39	15.6
Income Level (Monthly)	Below Rs. 10000	129	51.6
	Rs. 10001 - Rs. 20000	51	20.4
	Rs. 20001 - Rs. 30000	31	12.4
	Rs. 30001 and above	39	15.6

Sources of Data

The study utilised both primary and secondary sources for collecting data. The primary sources of data collectionis done with the help of administration of structured questionnaire and secondary sources are journals, books, reports and records, PhD dissertations and internet sources.

Tools of Data Analysis

In this study data analysis is performed with the help of Statistical Package for Social Sciences (SPSS 20 version). The study used both descriptive as well as inferential statistics to represent the responses. Hypothesis testing is done using, t-test for large samples and ANOVA.

VI.   ANALYSIS AND IMPLICATIONS:

Table II. Perceptions of Respondents on OC Dimensions

S. No.	OC Dimensions	Number of items	Mean	S.D.
1	Job Characteristics	10	3.88	0.65
2	Empowerment	7	4.15	0.66
3	Relations	5	4.16	0.73
4	Performance and Reward	12	4.18	0.68
5	Standardization	6	3.96	0.98
6	Managerial Structure	4	4.22	0.83
7	Power and Centralization	4	4.13	0.82
8	Participative Management	2	4.42	0.49
9	Conflict Resolution	2	3.31	1.29
10	Knowledge and Innovation	7	4.01	1.03
11	Risk Taking	2	3.83	0.86
12	Welfare and Security	5	3.90	1.22
13	Teamwork	4	3.71	1.11
14	Communications	9	3.75	0.99
15	Managerial Style	5	3.90	1.14
16	Compensation	3	3.63	1.13
17	Appraisal System	2	3.65	0.90

Table II shows the overall mean perceptions of OC dimensions for Penna Cement Industries Limited. All the dimensions are positively viewed by the respondents with the mean scores ranging from 3.31 to 4.42 and corresponding standard deviation (SD) ranging from 0.49 to 1.29. The high positive responses indicate the respondents' agreement with the existence of positive organisational climate in Penna Cement Industries Limited. Each OC dimension is measured using a set of statements on a 5-point Likert type scale.

Table III. Perceptions of Respondents on OC Dimensions across Gender

Sl. No.	OC Dimension	Male (N = 197)		Female (N = 53)		Levene's Test		t (df = 248)	p (Sig. level)
		Mean	S.D.	Mean	S.D.	F Value	p (Sig. level)		
1	Job Characteristics	3.87	0.65	3.85	0.65	0.007	0.933	0.456	0.649
2	Empowerment	4.15	0.67	4.15	0.63	0.515	0.474	-0.044	0.965
3	Relations	4.16	0.74	4.15	0.67	1.573	0.211	0.184	0.854
4	Performance and Reward	4.18	0.67	4.18	0.69	0.375	0.541	0.041	0.967
5	Standardization	3.95	0.97	3.98	1.01	1.301	0.255	-0.655	0.513
6	Managerial Structure	4.22	0.83	4.22	0.84	0.320	0.572	0.167	0.868
7	Power and Centralization	4.15	0.81	4.06	0.85	0.194	0.660	1.572	0.117
8	Participative Management	4.40	0.50	4.50	0.44	1.247	0.265	-1.292	0.198
9	Conflict Resolution	3.34	1.28	3.20	1.31	0.610	0.436	1.659	0.098
10	Knowledge and Innovation	4.02	1.03	3.96	1.05	0.128	0.721	1.297	0.196
11	Risk Taking	3.85	0.86	3.74	0.83	0.114	0.736	1.341	0.181
12	Welfare and Security	3.91	1.22	3.87	1.24	0.192	0.662	0.844	0.399
13	Teamwork	3.72	1.11	3.69	1.12	0.016	0.899	0.469	0.639
14	Communications	3.75	0.99	3.77	0.99	0.001	0.980	-0.453	0.651
15	Managerial Style	3.9	1.15	3.89	1.11	0.241	0.624	0.458	0.648
16	Compensation and Others	3.6	1.12	3.72	1.14	1.182	0.278	-1.962	0.051
17	Appraisal System	3.65	0.88	3.64	0.97	0.093	0.760	0.185	0.854

As shown in Table III, p values for the corresponding t statistics are greater than the critical value of 0.05 for all the 17 OC Dimensions. This indicates that there are no statistically significant differences in

perceptions of organizational climate among male and female respondents. Therefore, it can be concluded that the perceptions of male and female respondents towards organizational climate does not differ.

Table IV. Perceptions of Respondents on OC Dimensions across Age Groups

Sl. No.	OC Dimensions	Age of Respondents								F-Value
		Below 30 Yrs		31 - 40 Yrs		41 - 50 Yrs		51 Yrs and Above		
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
1	Job Characteristics	3.73	0.65	3.90	0.64	3.87	0.63	3.88	0.73	1.383
2	Empowerment	4.16	0.60	4.09	0.65	4.18	0.68	4.28	0.59	3.590*
3	Relations	4.18	0.83	4.15	0.74	4.14	0.75	4.29	0.58	1.234
4	Performance and Reward	4.15	0.61	4.15	0.69	4.19	0.67	4.28	0.62	3.132*
5	Standardization	4.04	0.87	3.97	0.98	3.92	1.00	3.98	0.94	0.868
6	Managerial Structure	4.26	0.66	4.16	0.86	4.23	0.81	4.45	0.69	7.104**
7	Power and Centralization	4.12	0.77	4.07	0.84	4.17	0.81	4.32	0.70	4.278*
8	Participative Management	4.36	0.23	4.43	0.50	4.44	0.50	4.35	0.53	0.270
9	Conflict Resolution	3.32	1.28	3.23	1.35	3.36	1.23	3.54	1.06	2.719*
10	Knowledge and Innovation	4.02	0.94	3.94	1.05	4.05	1.02	4.18	0.91	6.042**
11	Risk Taking	3.98	0.73	3.73	0.89	3.86	0.84	4.05	0.65	3.432*
12	Welfare and Security	3.85	1.18	3.83	1.24	3.95	1.21	4.10	1.12	6.439**
13	Teamwork	3.57	1.08	3.67	1.12	3.77	1.11	3.80	1.00	2.929*
14	Communications	3.66	0.94	3.70	1.01	3.80	0.97	3.87	0.91	5.191*
15	Managerial Style	3.94	1.08	3.85	1.14	3.94	1.16	3.97	1.07	2.978*
16	Compensation and Others	3.49	1.18	3.57	1.14	3.68	1.10	3.77	0.99	2.921*
17	Appraisal System	3.59	0.86	3.57	0.96	3.71	0.84	3.80	0.70	2.155

**F-value significant at $p < 0.001$ *F-value significant at $p < 0.05$

One-way between groups ANOVA was conducted to identify the perceptual differences among different age groups on OC dimensions. Table IV shows the results of ANOVA between 17 OC dimensions and 4 age groups of respondents. The results reveal that, 4 age groups significantly differ in their perceptions towards 12 out of 17 OC dimensions. They are: empowerment, performance and reward, managerial structure, power and centralization, conflict resolution, knowledge and innovation, risk taking, welfare and security, teamwork, communications, managerial style and compensation and others. For other 5 OC dimensions, there are no significant differences among perceptions of 4 age groups

Table V. Perceptions of Respondents on OC Dimensions across Educational Qualification

Sl. No.	OC Dimensions	Educational Qualifications of Respondents								F-Value
		SSC		INTER		UG		PG & ABOVE		
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
1	Job Characteristics	3.83	0.68	3.90	0.66	3.90	0.61	3.88	0.61	1.091
2	Empowerment	4.02	0.68	4.11	0.64	4.27	0.63	4.33	0.58	12.302**
3	Relations	4.07	0.76	4.18	0.74	4.21	0.71	4.22	0.66	2.065
4	Performance and Reward	4.10	0.68	4.16	0.68	4.31	0.60	4.25	0.63	9.820**
5	Standardization	3.93	0.98	4.00	1.00	3.93	0.93	3.90	0.94	1.553
6	Managerial Structure	4.16	0.84	4.17	0.82	4.27	0.83	4.43	0.73	8.978**
7	Power and Centralization	4.05	0.82	4.08	0.85	4.24	0.72	4.32	0.71	6.917**
8	Participative Management	4.46	0.36	4.38	0.52	4.53	0.56	4.38	0.53	1.039
9	Conflict Resolution	3.23	1.34	3.24	1.32	3.48	1.14	3.53	1.11	4.723*
10	Knowledge and Innovation	3.89	1.04	3.98	1.04	4.13	0.96	4.16	0.94	10.479**
11	Risk Taking	3.68	0.88	3.78	0.90	3.98	0.70	4.03	0.68	4.934*
12	Welfare and Security	3.79	1.24	3.86	1.23	4.04	1.16	4.07	1.13	9.374**
13	Teamwork	3.64	1.14	3.65	1.10	3.89	1.05	3.84	1.05	8.500**
14	Communications	3.69	0.99	3.69	0.99	3.87	0.95	3.90	0.93	10.878**
15	Managerial Style	3.82	1.16	3.89	1.15	3.96	1.12	4.01	1.08	4.734*
16	Compensation	3.62	1.19	3.53	1.11	3.73	1.09	3.79	1.02	4.915*
17	Appraisal System	3.51	4.03	3.62	0.90	3.82	0.83	3.79	0.69	3.982*

**F-value significant at $p < 0.001$ *F-value significant at $p < 0.05$

The results of ANOVA between 4 groups of respondents on educational qualification and 17 OC dimensions are shown in Table V. Out of 17 OC dimensions, F-values are significant at p<0.05 and p<0.001 for 13 OC dimensions across 4 educational groups. The other 4 OC dimensions for which F-values are insignificant are job characteristics, relations, standardization and participative management. This indicates that there are significant perceptual differences among four educational groups towards 13 OC dimensions and respondents do not show significant differences in their perceptions towards other 4 OC dimensions.

Table VI. Perceptions of Respondents on OC Dimensions across Religion

| Sl. No. | OC Dimensions | Religion of Respondents | | | | | | F - Value |
| | | Hindu | | Christian | | Muslim | | |
		Mean	S.D.	Mean	S.D.	Mean	S.D.	
1	Job Characteristics	3.88	0.65	3.97	0.55	3.86	0.62	0.787
2	Empowerment	4.55	0.66	4.59	0.54	4.44	0.68	2.054
3	Relations	4.19	0.68	4.12	0.74	4.10	0.73	0.567
4	Performance and Reward	4.20	0.66	4.15	0.69	4.17	0.63	3.626*
5	Standardization	4.03	0.92	3.95	1.00	3.86	0.95	1.317
6	Managerial Structure	4.25	0.79	4.27	0.82	4.56	0.84	0.069
7	Power and Centralization	4.01	0.81	4.11	0.92	3.99	0.78	1.179
8	Participative Management	4.42	0.51	4.54	0.38	4.40	0.41	0.401
9	Conflict Resolution	3.33	1.27	3.53	1.30	3.24	1.35	1.491
10	Knowledge and Innovation	4.01	1.02	4.03	0.99	3.95	1.05	0.304
11	Risk Taking	3.82	0.84	3.87	0.73	3.79	1.00	0.059
12	Welfare and Security	3.89	1.21	3.93	1.23	3.87	1.22	0.098
13	Teamwork	3.71	1.11	3.77	0.97	3.74	1.09	0.303
14	Communications	3.76	0.97	3.71	0.99	3.73	0.98	0.379
15	Managerial Style	3.89	1.15	4.03	1.12	4.07	1.14	0.909
16	Compensation	3.64	1.14	3.79	0.99	3.50	1.13	2.179
17	Appraisal System	3.67	0.88	3.71	0.81	3.51	0.99	2.028

*F-value significant at p<0.05

The results of ANOVA conducted to study the effect of religion of respondents on OC dimensions are reported in Table VI. Results in the table reveal that F-value is significant for only one dimension i.e. performance and reward at p<0.05. This imply that there are significant differences among perceptions of Hindus, Muslims and Christians towards performance and reward policies in the organisation. But, the different religious groups do not differ in their perceptions towards other 16 OC dimensions.

Table VII. Perceptions of Respondents on OC Dimensions across Caste

| Sl. No. | OC Dimensions | Caste of Respondents | | | | | | F - Value |
| | | OC | | BC | | SC | | |
		Mean	S.D.	Mean	S.D.	Mean	S.D.	
1	Job Characteristics	3.85	0.67	3.89	0.66	4.20	0.60	0.592
2	Empowerment	4.19	0.65	3.99	0.68	4.11	0.62	3.967*
3	Relations	4.17	0.74	4.13	0.76	4.24	0.68	1.214
4	Performance and Reward	4.19	0.67	4.15	0.72	4.03	0.67	2.448
5	Standardization	3.97	0.97	3.85	1.03	3.92	0.99	0.487
6	Managerial Structure	4.23	0.84	4.24	0.88	4.31	0.85	7.871**
7	Power and Centralization	4.14	0.81	4.25	0.78	4.07	0.88	2.132
8	Participative Management	4.42	0.51	4.54	0.38	4.40	0.41	2.162
9	Conflict Resolution	3.32	1.20	3.52	1.21	3.22	1..43	3.147*
10	Knowledge and Innovation	4.01	0.99	4.05	0.97	3.97	1.04	4.054*
11	Risk Taking	3.83	0.86	3.87	0.77	3.81	1.15	3.082*
12	Welfare and Security	3.91	1.00	3.95	1.02	3.88	1.03	4.348*
13	Teamwork	3.69	1.10	3.77	1.13	3.74	1.20	11.056**
14	Communications	3.75	0.99	3.71	1.00	3.73	0.99	12.003**
15	Managerial Style	3.82	1.12	4.03	0.97	4.07	1.13	3.366*
16	Compensation	3.65	1.11	3.75	1.00	3.53	1.12	2.913
17	Appraisal System	3.64	0.99	3.61	1.02	3.84	0.78	1.901

**F-value significant at p<0.001   *F-value significant at p<0.05

Above table shows the ANOVA results conducted between 17 OC dimensions and three caste categories i.e. OC, BC and SC. The F-values are significant for 9 OC dimensions at $p<0.05$ and $p<0.001$. The 9 OC Dimensions are empowerment, managerial structure, conflict resolution, knowledge and innovation, risk taking, welfare and security, teamwork, communications and managerial style. This indicates that there are significant differences among different caste groups towards 9 OC dimensions while these caste groups do not differ in their perceptions towards the other 8 OC dimensions.

Table VIII. Perceptions of Respondents on OC Dimensions across Income Levels

Sl. No.	OC Dimensions	Income level of Respondents								F – Value
		Below Rs.10000		Rs.10001-Rs.20000		Rs.20001-Rs.30000		Rs.30001 and above		
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
1	Job Characteristics	3.87	0.64	3.84	0.71	3.88	0.61	3.89	0.63	0.07
2	Empowerment	4.05	0.66	4.50	0.65	4.35	0.58	4.30	0.60	11.84**
3	Relations	4.13	0.75	4.12	0.79	4.21	0.66	4.25	0.63	1.88
4	Performance and Reward	4.14	0.67	4.13	0.69	4.32	0.57	4.27	0.62	10.05**
5	Standardization	3.97	0.97	3.86	1.04	3.99	0.91	3.89	0.94	0.66
6	Managerial Structure	4.16	0.84	4.15	0.80	4.50	0.77	4.48	0.78	10.14**
7	Power and Centralization	4.05	0.83	4.09	0.85	4.36	0.94	4.32	0.95	9.00**
8	Participative Management	4.41	0.48	4.40	0.42	4.61	0.42	4.32	0.63	2.14
9	Conflict Resolution	3.21	1.36	3.23	1.22	3.57	1.09	3.56	1.02	7.29**
10	Knowledge and Innovation	3.93	1.06	3.97	1.03	4.14	0.93	4.21	0.89	13.17**
11	Risk Taking	3.74	0.89	3.71	0.90	3.99	0.78	4.09	0.64	6.20**
12	Welfare and Security	3.80	1.21	3.90	1.20	4.08	1.11	4.12	1.09	13.84**
13	Teamwork	3.64	1.10	3.65	1.12	3.93	0.99	3.89	1.00	11.58**
14	Communications	3.68	1.00	3.71	1.03	3.95	0.87	3.89	0.90	16.18**
15	Managerial Style	3.84	1.12	3.90	1.20	4.01	1.08	4.05	1.09	5.72**
16	Compensation	3.54	1.15	3.60	1.11	3.82	1.10	3.79	1.09	6.40**
17	Appraisal System	3.56	0.95	3.64	0.96	3.95	0.78	3.85	0.74	5.63**

**F-value significant at $p\leq0.001$

The results of ANOVA between 4 groups of respondents on monthly income levels and 17 OC dimensions are shown in Table 8. Out of 17 OC dimensions, F-values are significant at $p\leq0.001$ for 13 OC dimensions across 4 monthly income groups. The other 4 OC dimensions for which F-values are insignificant are job characteristics, relations, standardization and participative management. This indicates that there are significant perceptual differences among four monthly income groups towards 13 OC dimensions and respondents do not show significant differences in their perceptions towards other 4 OC dimensions.

VII.   CONCLUSION AND FUTURE DIRECTIONS:

A sound climate is a long-run proposition. Managers need to take an assets approach to climate, meaning that they take the long run view of climate as an organisational asset. Many think that organisational climate is an indirect determinant of behaviour in an interactive sense. The individual's perceptions of what are "out there" acts as a moderating or intervening variable between organisational stimuli and resultant behaviour. In view of the above discussion, the findings and their implications should be taken into account in the design of human resource programs as well as in the making of policy. Due attention has to be paid to the value systems of the population as a whole, as well the differences in perceptions found between sub-populations.

The findings of the study also suggests that, similar studies may be taken up on several organisations in the same industry at a time to examine the variations in perceptions across organisations in an industry. There exists a gap between what an employee wants and has. This study has examined the perceptions of employees. Further studies may explore the relationship between what an employee perceives and what his superior things the employee perceives. Thereby filling the gap between what is expected and what is resulted. This study merely explored organizational climate in the Penna Cement Industries Limited. Studies where the organizational climate as an independent variable exerting influence on employee performance and satisfactions, as a dependent variable to be influenced by leadership, structure, technology, etc., and as an intervening variable should be of immense importance to practitioners.

While employers have little latitude for influencing demographic characteristics of employees, factors related to retention such as scheduling, opportunities for interpersonal interactions, salary/benefits, staffing, and workload are under an employer's control. These elements can be addressed by managers with the intent of

reducing employee turnover. Above all, organization should provide necessary facilities, conductive organizational climate and take actions that cater for the welfare of the workers to improve organizational commitment. In sum, the construction of work environments moderates the relationship between certain climatic elements of organizations (i.e. emphasis on teamwork, innovation, quality of communication, managerial support, and the work itself), and employee affective attitudes such as job satisfaction.

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