A Study On Organizational Climate at Aptransco, Kadapa, Andhra Pradesh

*Dr. P. Chakradhar,
Professor, Department of Management, Vidya Jyothi Institute of Technology (AnAutonomous) , JNTUH, Hyderabad.
**** K.V.R.Satya Kumar,**
Assistant Professor Department of Management, Vidya Jyothi Institute of Technology (An Autonomous) ,
JNTUH, Hyderabad.

Abstract

Organizational Climate represents the entire social system of a work –group. It is clearly a system concept. There are two important aspects of climate: (i) Work-place itself, and (ii) treatment to personnel from management. If employees feel satisfied while at work and if climate provides a sense of personal; worth, it can be assumed that climate in that organization is favorable. As far as treatment from management is concerned, they will like to be listened to and treated, as they are someone of value. They want that management should really feel and care about their needs and problems. If these two are favorable, there prevails a good climate in that organization.

INTRODUCTION

Organizational climate is the shared perceptions and attitudes about the organization. The most visible area of a focus on culture that is actually climate is all the effort to measure and improve employee engagement. Many of employees accept the relation between culture and climate varies with one country to country, organization to organization, department to department, but every employee is participated to objectives, goals, mission, & vision of the organization. The ability of an organization to use its human capital as a core competency depends in part on the organizational culture that is operating. Organizational culture consists of the shared values and beliefs that give members of an organization meaning and provide them with rules for behavior. Climate is worthwhile to understand and measure because there are organizational and human benefits a 'good' climate, and powerful disadvantages of many kinds of bad climate. Organization climate is usually an accident of all previous decisions and interactions experienced by the organization. Climate is usually messy and unpredictable. Yet climate is crucial to optimal contribution of the workforce.
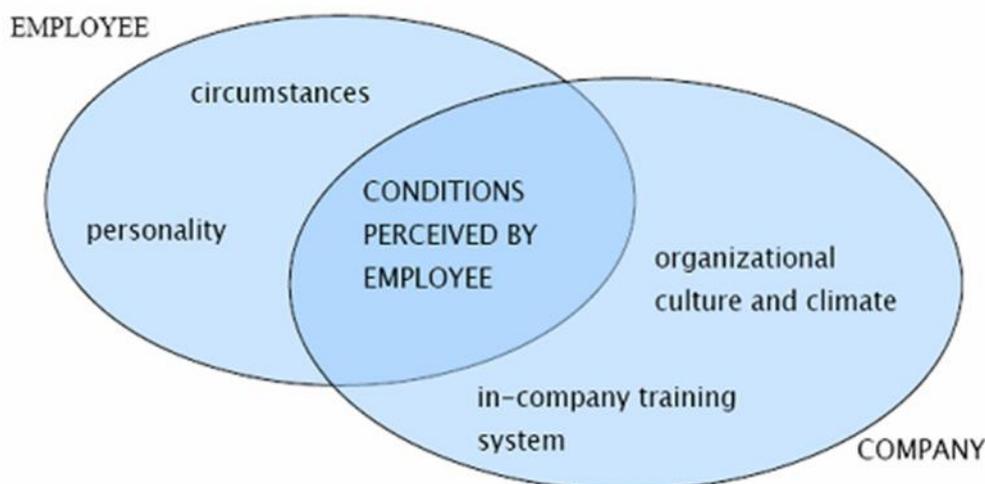
Organizations regarded as 'superior' long-term performers, in addition to having admirable economic outcomes, also have a healthy 'intentional' internal climate. In contrast, organizations that occasionally 'do a survey' to try to fix staff problems are doing the members a disservice, especially if the survey is done 'in-house'. There is no argument or doubts that externally run climate survey provides more data - and better quality data. Staff surveys risk raising false hopes, other than to members who already know 'their truth' about such surveys. Surveys risk breeding cynicism. However, organizational climate can be a powerful strategically to an organization seeking a strategic advantage. First - understand climate, then understand your climate, then which levers do what, and so on. It's a process that is very difficult for another organization to duplicate.

There are two related difficulties in defining organization climate: how to define climate, and how to measure it effectively on different levels of analysis. Furthermore, there are several approaches to the concept of climate. Two in particular have received substantial patronage: the cognitive schema approach and the shared perception approach. The cognitive schema approach regards the concept of climate as an individual perception and cognitive representation of the work environment. From this perspective climate assessments should be conducted at an individual level.

Organizational climate clearly influences the success of an organization. Many organizations, however, struggle to cultivate the climate they need to succeed and retain their most highly effective employees. Hellriegel and Slocum (2006) explain that organizations can take steps to build a more positive and employee-centered climate through:

⟩ **Communication** - how often and the types of means by which information is communicated in the organization

⟩ **Values** - the guiding principles of the organization and whether or not they are modeled by all employees, including leaders

⟩ **Expectations** - types of expectations regarding how managers and behave and make decisions

⟩ **Norms** - the normal, routine ways of behaving and treating one another in the organization

⟩ **Policies and rules** - these convey the degree of flexibility and restriction in the organization

⟩ **Programs** - programming and formal initiatives help support and emphasize a workplace climate

⟩ **Leadership** - leaders that consistently support the climate desired

ORGANIZATION PROFILE:

State Electricity Boards, constituted in each state as per Electricity (Supply) Act, 1948, have been catering the electricity requirement of public in the respective states. The Power Sector is being a major infrastructure facility for industrial development and growth of economy of our country.

Andhra Pradesh State Electricity Board has constituted under Electricity (Supply) Act, 1948 with an object to generate, transmit and distribution of Power to cater the needs of various consumers of Andhra Pradesh.

Research Question: As a result the research question guiding this study is: "According to the Competing values framework, what is the current organizational climate of the APTRANSCO, Cuddapah, and Andhra Pradesh.

NEED OF THE STUDY

Organizational climate is essentially about 'what it's like to work here'. True to the climate metaphor, organizational 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. To facilitate measurement and manipulation of organizational climate, researchers have disserted its characteristics and

perceptions into categories such as the nature of interpersonal relationships, the nature of the hierarchy, the nature of work, and the focus of support and rewards. It is through those characteristics and perceptions that climate has a bi-directional relationship with everything the organization is and does - it affects everything, and is affected by everything.

1.   Better Organization climate. 2**.** Develop organizational commitment. 3. Coping with changing environment.

REVIEW OF LITERATURE

Organizational climate is often referred to as the collective perceptions of the work environment; including interactions between individuals (Imran et al., 2010; Zweber, Henning, & Magley, 2016) and individual's interactions with an organization's policies, practices, and structures (Bernstrometal., 2013; Imranetal., 2010; Patterson et al., 2005; Zweber et al., 2016).

 Some consider organizational climate to be the variable connecting an organization's environment and the actions of its employees. By observing this variable researchers attempt to understand how employees perceive their workplace environment (Jung & Lee, 2016; Patterson et al., 2005). Organizational climate can also emerge through thoughts and perceptions when employees *naturally* interact with one another (Glick 1985; Imran et al., 2010; Zweberetal., 2016). While personal interactions between people is an important aspect of climate,other researchers argue for a broader definition: looking at employee's perceptions of the organizational structure.

This aspect of climate is seen when an organization's policies and procedures impact an employee's work environment, which in turn impact an individual's perception of the organization ultimately, creating the organizational climate (Bernstrøm et al., 2013). Researchers continue to explain this concept by stating that organizational climate is a *perceived* construct of an organization and can be acknowledged from the way an organization and that organization's subsystems treat their employees and their workplace environment (Hellreigel and Slocum, 1974; Kirsh,2000). When observing the different organizational climate definitions, common aspects of the construct seem to repeat. The first is the employee's perception of the collective interactions with other employees and the second similarity is the employee's interactions with organizational policies and structures (Glick, 1985).

RESEARCH METHODOLOGY

The Study is undertaken with both primary and secondary sources of data. For secondary sources of information more reliance is placed on available standards literature comprising referred journals, articles, books, magazines, News papers etc., but primary sources of data have been collected by using a questionnaire through the organizational climate at APTRANSCO at Cuddapah (YSR District). A sample of 100 respondents has been collected from various designations. A questionnaire has been prepared to collect the information which is required for analysis, as according to the connivance of the staff. The scope of the study was to include all employees of the organization. The study was strictly for internal use of the organization. The APTRANSCO at Cuddapah will be covered as a part of the study. Organizational Climate studies the employees' perceptions and perspectives of an organization. The surveys address attitudes and concerns that help the organization work with employees to instill positive changes.

 Researcher used the convenient sampling. The questionnaires consist of 31 questions included to various aspects of organizational culture and climate influence which make perceptions in change of behaviors. Care was taken to see that information gathered was valid and reliable.

OBJECTIVES OF THE STUDY

An organizational climate study enables a successful organization to operate more efficiently through the use of worker input and satisfaction ratings. The following major points will be emphasized while conducting the study –

1. To understand the working environment of APTRANCO

2. To understand the team/group dynamics of APTRANCO team formation, functions, coordination, and culture etc.,

3. To study the existing HR manual/practices

4. To identify areas of improvement in HR domain and present the findings for   Consideration of APTRANCO, Cuddapah for adoption.

5. To study the employee's attitudes towards the goals of the organization

HYPOTHESIS TEST:

1. H_O: There is no significant relation between the designations and working climate.

H_1: There is a significant relation between the designations and working climate.

2. H_O: There is no significant relation between departments and pay structures.

H_1: There is a significant relation between departments and pay structures.

DATA ANALYSIS:

The Descriptive analysis **tabel1.1** states many findings of the study about Clean and safe office working environment with a mean value 2.86, Organization is also providing adequate infrastructure facilities such as office equipment and its accessories to its employees. The 6% of employees who carries 8-14 years of services results that strengths are very low when compared to others. 2.83 majorities of the employees accept about work life balance. The support of superiors to the employees is satisfactory with a highest mean value 2.93 out of 4.   51 % of employees of APTRANSCO feel that management encourages in developing improvements for the better work progress. The communication system is not much interactive for the employees in supportive to the organizational climate. Only 2.11 significant mean describes about the managerial decision-making is less and most of the employees are desired to introduce merit cum seniority promotions. The present transfer policy feels high rate of satisfactory with mean 2.29, Majority of 69% of employees are accepting that the pays and benefits are good. 81% of employees have given positive response about accepting different task and also happy if they are transferred to new place with promotion.41% of employees express their demands in support of employee union / association.45% of the employees express that they did not receive adequate training relevant to their Job. 90% of employees are loyal to organization and recommended to others APTRANSCO is the best work place, and it is presumed that all employees in generic nature feel that the organizational climate influences the productivity.

Hypothesis Test:

H_O: There is no significant relation between the designations and working climate.

H_1: There is a significant relation between the designations and working climate.

The present study is tested with chi-square, through applying the SPSS Testing tools. Here Designation & Working condition are the two variables chosen, for cross tabulation. **From the table 1.2** Assistant Engineers are 50%, Assistant Division Engineers 35%, Divisional Engineers 2%, and Others 13% were involved in making the organizational climate and working conditions, satisfaction of working condition states that individual is happy and satisfied where he or she is to be worked. 71% of employees expresses that working conditions are highly satisfied in their organization. According to the above analysis it was observed that out of 35 ADE's 5.7% are not satisfied with the working conditions of the organization.

The Phi value is 0.0454 which is less than 0.05 significance level of chi square. Hence null hypotheses H_0 is rejected and alternate hypothesis H_1 is accepted. From the result there is a significant relation between designations and working conditions. The climate may differ from one organization to another but the employee has their own perceptions in accepting the work culture, Majority of the staff are accepting that the work culture in APTRANSCO Cuddapah is good and encouraging in participating organizational task.

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The table1.3 Discussion about the second hypothesis

H_O: There is no significant relation between departments and pay structures.

H_1: There is a significant relation between departments and pay structures.

From the table1.3 drawn below only 2% of employees of electrical department (APTRANSCO) expressed their opinion as dissatisfactory on pay structures of APTRANSCO. 83.3% civil department, 86.7% of telecom department, 96.7 % of Electrical department, 100 % other departments accepted that the organization pay structure is good, majority 96 % of employees from all departments expressed that APTRANSCO pay structure is good and satisfactory. According to the hypothesis test the Pearson Chi-square value 14.472 with a degree of freedom 9 the result is 0.107 as approximation significance which is less than 0.05 of chi-square value. So the null hypothesis H_O is rejected and H_1 is accepted. From this result it is proved that, there is a significant relation between departments and pay structures where rganizational climate is not harmful to any employees. The pay structure is fair and satisfactory to every employee in the APTRANSCO.

Conclusion:

Organizational climate influences to a great extent the performance of the employees because it has a major impact on motivation and job satisfaction of individual employees. Organizational climate determines the work environment in which the employee feels satisfied or dissatisfied. Since satisfaction determines or influences the efficiency of the employees, we can say that organizational climate is directly related to the efficiency and performance of the employees. This study suggests that the performance was more predictable for subjects who worked in a consistent climate than those who had to work in an inconsistent environmental climate. Inconsistent climate was having indirect impact on productivity. Another laboratory study shows that significant differences were found in performance and satisfaction of people in varying organizational climates. Thus, in order to build up a sound organizational climate, management must understand the people in the organization. The importance must be given to what motivates people's performance in general and building an overall climate conducive to motivation, a keen insight into the individual in particular and tailoring a personal approach to leadership and job design to which the man will respond with commitment.

Table1..1 Descriptive Analysis

	N	Mean	Std. Deviation
a. Designation	100	1.78	1.001
b. Department	100	2.74	.836
c. Qualification	100	1.38	.708
d. Experience	100	2.56	1.336
1 Neat & Clean	100	2.68	.634
2 Working culture	100	2.83	.570
3 Flexibility	100	2.73	.664
4 change in work place	100	1.56	.903
5 Superior support	100	2.97	.611
6 Superior feed back	100	2.93	.655
7 Dept contribution	100	3.12	.608
8 Suggestions	100	3.23	.737
9 Adequately informed	100	2.56	.641
10 Communication flow	100	2.54	.610
11 Improvement work	100	3.36	.894
12 Decision making	100	2.11	.963

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13 Union/Association support	100	2.03	.926
14 Information from other department	100	1.46	.501
15 Recognition	100	2.52	.689
16 Feedback on performance	100	2.57	.685
17 Pay Structure	100	4.17	.587
18 Promotion policy	100	2.56	.608
19 Satisfy with promotional policy	100	1.47	.502
20 Adequate training	100	2.38	.814
21 Training helps	100	3.06	.886
22 I am proud to be in APTransco	100	3.25	.657
23 Loyalty	100	3.02	.531
24 Employee relation to organization	100	2.16	.896
25 Employee satisfaction	100	1.20	.402
26 Acceptance of different task	100	1.15	.411
27 Over load work	100	1.90	.798
28 My organization is best	100	2.80	.651
29 Productivity	100	1.81	.918
30 Transfer policy	100	2.29	.608

Table1.2 **2 Designation Vs working condition**

<table>
<tr><th colspan="8">1.2 Designation Vs working condition</th></tr>
<tr><th></th><th></th><th></th><th colspan="4">working condition</th><th></th></tr>
<tr><th></th><th></th><th></th><th>Disagree</th><th>Can't say</th><th>Agree</th><th>Strongly Agree</th><th></th></tr>
<tr><td rowspan="12">Designation</td><td rowspan="3">Assistant Engineer</td><td>Count</td><td>0</td><td>8</td><td>39</td><td>3</td><td>50</td></tr>
<tr><td>Designation</td><td>.0%</td><td>16.0%</td><td>78.0%</td><td>6.0%</td><td>100.0%</td></tr>
<tr><td>Total</td><td>.0%</td><td>8.0%</td><td>39.0%</td><td>3.0%</td><td>50.0%</td></tr>
<tr><td rowspan="3">Assitant Division Engineer</td><td>Count</td><td>2</td><td>4</td><td>25</td><td>4</td><td>35</td></tr>
<tr><td>Designation</td><td>5.7%</td><td>11.4%</td><td>71.4%</td><td>11.4%</td><td>100.0%</td></tr>
<tr><td>Total</td><td>2.0%</td><td>4.0%</td><td>25.0%</td><td>4.0%</td><td>35.0%</td></tr>
<tr><td rowspan="3">Divisional Engineer</td><td>Count</td><td>0</td><td>2</td><td>0</td><td>0</td><td>2</td></tr>
<tr><td>Designation</td><td>.0%</td><td>100.0%</td><td>.0%</td><td>.0%</td><td>100.0%</td></tr>
<tr><td>Total</td><td>.0%</td><td>2.0%</td><td>.0%</td><td>.0%</td><td>2.0%</td></tr>
<tr><td rowspan="3">Others</td><td>Count</td><td>0</td><td>6</td><td>7</td><td>0</td><td>13</td></tr>
<tr><td>Designation</td><td>.0%</td><td>46.2%</td><td>53.8%</td><td>.0%</td><td>100.0%</td></tr>
<tr><td>Total</td><td>.0%</td><td>6.0%</td><td>7.0%</td><td>.0%</td><td>13.0%</td></tr>
<tr><td rowspan="3">Total</td><td></td><td>Count</td><td>2</td><td>20</td><td>71</td><td>7</td><td>100</td></tr>
<tr><td></td><td>Designation</td><td>2.0%</td><td>20.0%</td><td>71.0%</td><td>7.0%</td><td>100.0%</td></tr>
<tr><td></td><td>Total</td><td>2.0%</td><td>20.0%</td><td>71.0%</td><td>7.0%</td><td>100.0%</td></tr>
</table>

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.653[a]	9	.014
Likelihood Ratio	19.385	9	.022
Linear-by-Linear Association	5.047	1	.025
N of Valid Cases	100		

a. 11 cells (68.8%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.0454	.014
	Cramer's V	.262	.014
N of Valid Cases		100	

Table1.3 **Department Vs Pay Structure**

			Department Vs Pay Structure				
			Pay Structure				
			Disagree	Can't Say	Agree	Strongly Agree	Total
Department	Civil	Count	0	2	6	4	12
		Department	.0%	16.7%	50.0%	33.3%	100.0%
		pay	.0%	50.0%	8.7%	16.0%	12.0%
		Total	.0%	2.0%	6.0%	4.0%	12.0%
	Telecom	Count	0	2	10	3	15
		Department	.0%	13.3%	66.7%	20.0%	100.0%
		pay	.0%	50.0%	14.5%	12.0%	15.0%
		Total	.0%	2.0%	10.0%	3.0%	15.0%
	Electrical	Count	2	0	42	16	60
		Department	3.3%	.0%	70.0%	26.7%	100.0%
		pay	100.0%	.0%	60.9%	64.0%	60.0%
		Total	2.0%	.0%	42.0%	16.0%	60.0%
	Others	Count	0	0	11	2	13
		Department	.0%	.0%	84.6%	15.4%	100.0%
		pay	.0%	.0%	15.9%	8.0%	13.0%
		% of Total	.0%	.0%	11.0%	2.0%	13.0%
Total		Count	2	4	69	25	100
		Department	2.0%	4.0%	69.0%	25.0%	100.0%
		pay	100.0%	100.0%	100.0%	100.0%	100.0%
		Total	2.0%	4.0%	69.0%	25.0%	100.0%

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Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.472[a]	9	.107
Likelihood Ratio	14.797	9	.097
Linear-by-Linear Association	.085	1	.771
N of Valid Cases	100		

a. 11 cells (68.8%) have expected count less than 5. The minimum expected count is .24.

Directional Measures

			Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Lambda	Symmetric	.028	.019	1.429	.153
		Department Dependent	.050	.034	1.429	.153
		PayStructure	.000	.000	.[c]	.[c]
	Goodman and Kruskal tau	Department Dependent	.056	.009		.052[d]
		PayStructure	.032	.026		.382[d]
	Uncertainty Coefficient	Symmetric	.077	.029	2.457	.097[e]
		Department Dependent	.067	.027	2.457	.097[e]
		PayStructure	.091	.032	2.457	.097[e]

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Cannot be computed because the asymptotic standard error equals zero.

d. Based on chi-square approximation

e. Likelihood ratio chi-square probability.

Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Phi	.380	.107
	Cramer's V	.220	.107
N of Valid Cases		100	

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