Organizational Climate and its impact on QWL of the Employees with Special Reference to Suguna Industries: A Study

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Abstract: Investigation of 110 participates including all the employees indicated as follows: educational level, position and length of time working for the current organization had significant main effects an organizational climate, specially , enterprise character and enterprise size also had significant main effects an organization climate; organizational climate had significant main effects on human resource management effectives such as turnover intention, job satisfaction and work efficacy; organizational climate also had significant main effects an organization effectiveness like staff members' organization commitment and collective identify. The data are collected through questionnaire method from the employees in random. This is descriptive study and simple random sampling method is used for this project. The statistical tools used are simple percentage analysis, chi – square analysis, and ANOVA. The findings, suggestions and conclusions are provided according to the analysis and interpretation.
Keywords: Corporate Climate, Data, Management, Organizational Climate, Quality of Work Life (QWL),

Introduction

Organizational Climate Survey is the closest thing a business can get to a Profit and Loss statement of how well a company uses its people. The feedback of the survey will provide an organization with a really accurate picture of its current climate. This feedback will in turn help leaders understand the connection between their actions and the climate they create for their employees. Understand the climate they themselves experience on a daily basis, can be used as part of an executive coaching intervention or any one-to-one coaching and developmental process, and can be employed as a Leadership Development tool either for individual leaders or across teams and work units. An organization climate affects organizational performance by influencing employee motivation. In most jobs, there is a gulf between what employees need do to get by and what they can do if they perform at their fullest potential. A positive organization climate is said to be catalyst that will encourage this discretionary effort and commitment.

Work life balance is a balance an individual tries to maintain while performing his responsibilities at work place and in his personal life. His professional responsibilities are many juggling between meeting deadlines of boss. Communicating and directing subordinates. Submitting presentations in meetings and other day to day activities of managing and organizing information, business trips etc. At his personal level he may want to pursue higher education, may want to pursue his personal hobby , or a game, have home responsibilities, taking the child to a doctor, wanting to take a leisure holiday etc. He is constantly multi tasking and has to fit into various role. A positive balance in the two can result in achieving a Work Life Balance. This work life balance in an individual is an important factor which influences him to excel in his contribution to Service Quality in organization. Birla Group of companies also associated with excellent services quality is being voted the best employer in India and among the top 20 in Asia by the Hewitt – Economics Times and The Wall Street Journal study. Over the last five years, they have built several categories of talent management programs integrating all areas of Recruitment and staffing. Nurturing talent, Performance management, work life balance Rewards and recognition effectively. They have taken special focus on ensuring that their employees enjoy a balanced work life.

Approaches of Organizational Climate

There are two 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. Two in particulars have received substantial patronage the cognitive scheme 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.

The shared perception approach emphasize the importance of shared perceptions as underpinning the notion of climate. Organization climate has also been defined as the shared perception of the way things are around here. There is great of overlap in the two approaches.

Organizational Climate and Organizational Commitment

The climate of an organization refers to those aspects of the environment that are consciously perceived by organization members. In short, it refers to how the members of an organization perceive it as it goes about its daily business. There is a general agreement that organization climate is a multi dimensional concept, and that a number of typical dimensions could be described. For the purpose of this study , the dimensions of organizational climate examined were organizational design, communication, leadership, teamwork, decision making culture, job satisfaction and motivation. Organizational design refers to the process of constructing and adjusting an organization's structure to achieve its goals. Communications refers to the evoking of a shared or common meaning in another persons. Leadership involve in influencing and directing people to achieve particular goals within the given time and place using the leaders capability and skills to make people working together. Teamwork is a process of working collaboratively with a group of people in order to achieve a goal. Organizational culture is described as a pattern of basic assumption that are considered valid and that are taught to new numbers as they to perceive think and feel in the organization. Job satisfaction is a self reported positive emotional state resulting from the appraisal of one's job or from job experience Finally motivation is referred to as an internal state or condition that activates behavior and gives direction and it develops desired or want that energizes and directs goal oriented behavior.

Contingency Relationship

There is a contingency relationship between climate and the organization. The climate of an organization is contingent upon the type of employees. The related to employees education like technical workers, knowledge workers. For example research institutes certainly want a climate different from that of a workshop or an office.

Social System

Organizational climate represents the entire social system of a work group. It is clearly system concept. There are two important aspects of climate (1) workplace itself and (2) personal treatment of Management. If employees feel satisfied while at work and if climate provides a sense of personal worth , it can be assumed that in that organization is favorable employees expect the management to feel and care about their needs and problems. If there two are favorable a good climate provides a sense of personal worth, it can be assumed that in that organization is favorable employees expect the management to feel and care about their needs and problems. If these two are favorable a good climate prevails in the organization. A high level of organizational climate is necessary for the development of organization. Good climate attracts good and efficient to the organization, who contribute to the productivity of the organization.

Quality of Work Life

Quality of work Life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect.

It requires employee commitment to the organization and an environment in which this commitment can flourish. Thus QWL is a comprehensive construct that includes an individual's job related well being and the extent to which work experience are rewarding, fulfilling and devoid of stress and other negative personal consequences.

It is difficult to best conceptualize the quality of work life elements. Eight major conceptual categories relating to QWL as
➢ Adequate and fair compensation
➢ Safe and healthy working conditions
➢ Immediate opportunity to use and develop human capacities
➢ Opportunity for continued growth and security
➢ Social integration in the work organization
➢ Constitutionalism in the work organization
➢ Work and total life space
➢ Social relevance of work life.

Concept

QWL is viewed as a wide ranging concept, which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities. Most of the definition aim at achieving the effective work environment that meets with organizational and personal needs and values that promote health, well being, job security, job

satisfaction, competency development and balance between work and non work life. The definitions also emphasize the good feeling perceived the world economies have recently recovered from recession blues and the continued restructuring; downsizing and reorganization in the post recession scenario have created havoc for HR managers as they have to struggle with preserving staff morale and job satisfaction. In this scenario, high quality of work life is essential for organizations to continue to attract and certain employees. This is the reason QWL concept has gained momentum recently and researches are going on worldwide to find out inputs for framing effective QWL strategies. Moreover the literature review discussed above also supports the relationship between QWL, employee performance and career growth aspects. Still many facets of QWL need to be unexplored through further studies.

Work life Balance

A state of equilibrium in which the demands of both a person's job and personal life are equal. The meaning of work / life balance has chameleon characteristics. It means different things to different groups, and the meaning often depends on the context of the conversation and the speaker's viewpoint. The following are working definitions of terms used regarding work / life balance ; some definitions overlap and some are continuing to evolve.

Work / family: A term more frequently used in the past than today. The current trend is to use titles that include the phrase work / life, giving a boaster work / life connotations of labeling referring to specific areas of support (e.g quality of life, flexible work options. Life balance, etc).

Work / family conflict: The push and pull between work and family responsibilities

Work / life balance from the employee view point: The dilemma of managing work obligations and personal / family responsibilities

Work / life balance from the employer viewpoint: The challenge of creating a supportive company culture where employees can focus on their jobs while at work.

Family – friendly benefits: Benefits that offer employees the latitude to address their personal and family commitments, while at the same time not compromising their work responsibilities. So just what do we mean when we talk about a work life balance? The work foundation (formerly the industrial society) defines it as follow: Work life balance is about people having a measures of control over when, where and how they work it is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm to the mutual benefit of the individual, business and society [The work Foundation]

Contemporary Issues in QWL

Besides normal wages, salaries, fringe benefits etc, the specific issues are being identified by the human resource managers on regular basis. Following issues are highly relevant and determine the quality of work life in any organization.

➢ **Pay and stability of employment:** Good pay dominates most of the factors in employee satisfaction. Alternative means of providing wages should be developed to increase the cost of living index, profession tax etc.

➢ **Occupational Stress:** It's a condition of strain on employee emotions. Stress is caused due to irritability, hyper excitation or depression, unstable behavior, fatigue stirring heavy smoking and drug abuse has to be identified.

➢ **Organizational health programmers:** Its helps to aim at educating about health programmers. Means of maintaining and improving of health.

➢ **Alternative work schedules:** Includes flex times, work at home, staggered hours, reduce work hours, part time employment.

➢ **Participative management and control of work:** The trade unions and workers believe that workers participation in management and decision – making improves QWL.

➢ **Recognition:** Rewarding system, congratulating the employees for their achievement, job enrichment, offering membership in clubs or association, vehicles, etc recognizes the employees.

QWL Programs can be Evaluated on the Basis of Following Points

➢ **Fair Compensation and Job Security**: The economic interests of people drive them to work at a job and employee satisfaction depends at least partially, on the compensation offered. Pay should be fixed on the basis of the work done, responsibilities undertaken, individual skills, performance and complements. Job security is another factor that is of concern to employees. Permanent provides security to the employees and improved and improve their QWL.

➢ **Health is Wealth**: Organizations should realize that their true wealth lies in their employees and so providing a healthy work environment for employee should be their primary objectives.

➢ **Provide Personal and Career Growth Opportunity**: An organization should provide employee with opportunities for personal / professional development and growth and to prepare them to accept responsibilities at higher levels.

➢ **Participative Management Style and Recognition**: Flat organizational structures help organization structure help organizations facilitate   employees participation. A participative management style improves the quality of work life. Workers feel that they have control over their work process and they also offer innovative ideas to improve them. Recognition also helps to motivate employees to perform better. Recognition can be in the form of rewarding employees for job well done.

➢ **Work Life Balance:** Organizations should provide relaxation time for the employees and offer tips to balance their personal and professional lives. They should not strain employee's personal and social life by forcing on them demanding working hours, overtime work, business travel, untimely transfer etc.

➢ **Fun at Work Place:** This is growing trend adopted by today's organization to make their officers a fun place to work.

➢ **Reward and Recognition:** Recognition is a form of employee motivation in which the organization publicity acknowledges the positive contributions an individual or team has made to the success of the organization. This acknowledgment is delivered using verbal and written praise and may include symbolic items such as certificates and plaques. Reward is something tangible such as theatre tickets, dinner for two, or a cash award to promote desirable behavior. Recognition and reward go together to form a system for letting people know how they are valuable members of the organization.

➢ **Adequate and Fair Compensation**: The committee on fair wages defines wages as the wage which is above the living age.

➢ **Safe and Healthy Working Conditions**: Most of the organizations provide safe and healthy working conditions.

➢ **Opportunity to Use and Develop Human Capacities**: The worker can exercise more control over his or her work. QWL provides for opportunities like autonomy in work and participation in planning in order to use human capabilities.

➢ **Opportunity for Career Growth**: Opportunities for promotions are limited for the employee due to either educational barriers or due to limited opening at the higher level. QWL provides opportunity for continued growth and security and by expanding employs knowledge and qualifications.

➢ **Social Integration on the Work Place:** It can be established by creating freedom from prejudice, supporting primary work groups, a sense of community and inter personal open egalitarianism and upward mobility.

➢ **Constitutionalism in the Work Organization:** Constitutionalism protections is provided to employees on such matters as privacy, free speech equity and due process.

➢ **Work and Quality of Life:** QWL provides for the balanced relationship among work, non work and family life should not be strained by working hours, including business travel, transfers, vacations etc.

➢ **Social Relevance of Work**: QWL is concerned about the establishment of social relevance to work in socially beneficial banner.

Factors influencing Quality of work life

Attitude: The person who is entrusted with a particulars job needs to have sufficient knowledge, required skill and expertise, enough, experience, enthusiasm energy level, willingness to learn new things, dynamism, sense of belongingness in the organization, involvement in the job, inter personnel relations, adaptability to change in the situation, openness for innovative ideas, competitiveness, zeal, ability to work under pressure, leadership qualities and team spirit.

Environment: The job may involve dealing with customers who have varied tolerance level, preferences, behavioral pattern, level of understanding or it may involve working with dangerous machines like drilling pipes, cranes, lathe machines, welding and soldering machines or even with animals where maximum safety precautions have to be observed which needs lot of concentration, alertness, presence of mind, quick with involuntary actions, synchronization of eyes, hands and body. Sometimes high level of patience, tactfulness, empathy and compassion and control over emotions.

Opportunities: Some jobs offer opportunities for learning, research, discovery, self development, enchantment of skills, room for innovation public recognition, exploration, celebrity status and loads and loads of fame. Other are monotonous, repetitive, dull routine no room for improvement and in every sense boring Naturally the former ones are interesting and very much rewarding also.

Stress Level: All these above mentioned factors are inter related and inter dependant. Stress level need not be directly proportional to the compensation. Stress is of difference types – mental stress / physical stress and psychological or emotional stress. A Managing Director of a organization will have mental stress a laborer will have physical stress a psychiatrist will have emotional will have mental stress, a laborer will have physical stress, a psychiatrist will have emotional stress. Mental stress and Emotional stress causes more damage than physical stress.

Career Prospects: Every job should offer career development. That is an important factor which decides the quality of work life. Status improvement more recognition from the Management, appreciations are the motivating factors for anyone to take keen interest in his job. The work atmosphere should be conducive to achieve organizational goal as well as individual development. It is a win - win situation for both the parties ; an employee should be rewarded appropriately for his good work, extra efforts sincerity and at the same time a lethargic and careless employee should be penalized suitably this will motivate the former to work with more zeal and deter the latter from being so and strive for better performance.

Challenges: The job should offer some challenges at least to make it interesting, that enables an employee to upgrade his knowledge and skill and capabilities whereas the monotony of the job makes a person dull non enthusiastic, dissatisfied, frustrating, complacent, initiative – less and uninteresting. Challenge is the fire that keeps the innovation and thrill alive. A well accomplished challenging job yields greater satisfaction than a monetary perk ; it boosts the self confidence also.

Growth and Development: If an organization does not give chance for growth and personal development it is very difficult to retain the talented personnel and also to find new talent with experience and skill.

Risk involved and reward: Generally reward or compensation is directly proportional to the quantum of work man hours nature and extent of responsibility, accountability, delegated powers, authority of position in the organizational chart risk involved level of expected commitment deadlines and targets, industry, country, demand and supply of skilled manpower and even political stability and economic policies of a nation. Although risk is involved in every job its nature and degree varies in them all said and done reward is a key criterion to lure a prospective worker to accept the offer.

Background of the Study

In most of our Indian organizations there is a gap between what an employee wants and what the management thinks an employee wants. To bridge this gap the management must have a keen sensitivity to what their people really want. One right generalize at this point that individuals act on the basis of their perceptions or interpretations of reality and not on the basis of the reality itself Therefore to understand the wants of the employees, the management should have an awareness of the perception of the members of the system of the various characteristics of the organization. By bringing their sensitivity closer and closer to employee's perception, they can often increase their effectiveness in working with employees. The perception of the employees of the various characteristics of an organization is known as the Climate of the organization Organizational climate exists in a contingency relationship where it depends upon the type of people it has the kind of technology it uses, the level of education it imparts and the expectation of the collaborators. In dealing with people the total man concept should be borne in mind which is a combination of three different concepts about the nature of human beings viz., economic social and self fulfilling. In order to build up a conductive organizational climate, the managers must understand their human force in a better way and efforts should be taken to identify what motivates their job performance. Having a keen insight into the minds of individuals designing a personal approach in leadership and job design are the other aspects of consideration in the process of building a favorable climate in an organization.

Profile of the Industry
Industry Profile

Pumps are the vital elements in an enormous range of fluid handling applications & range from small household pumps to immense units utilized in the water, chemical and energy industries. Pump performance requirements and duties vary considerably in terms of material of construction, wide range of temperature, pressure, viscosity, density etc. Pumps are employed in almost all the industries.

Reasons for pump market growth: India has been a traditional producer of pumps with a several decade history. However. It is only with the recent globalization that the country is marking and increasing its presence

in the world pump market. India produces more than two million pump units per year, with about 95 percent of demand accounted for by domestic manufactures and making up the remaining percentage.

The water and wastewater sector is one of the top three end user markets for pumps in India and is expected to be a strong area of demand for pump manufactures through the next decade.

Several key factors are driving opportunity and growth in the Indian water and wastewater industry, as well as the pump industry as a whole.
Maintaining and enhancing water quality: Increased regulations, efficient legislation and pragmatic guidelines are expected to be areas of focus. This is important if environment degradation is to be eventually controlled and reversed. Compliance will become an important measure for the industry.

Infrastructure expansion: India's gross domestic product (GDP) growth has hovered at about 8 percent and infrastructure related developed investment in the 11th Five Year plan are planned in the multiple billions.

Market Challenges
While this market holds great promise for increasing pump revenues in the water and wastewater space, many factors challenges sustained market growth. Once is the continued potential for political instability, which can have significant negative effects on projects funded by the government. A change in a government tends to delay or abolish planned projects, particularly in the water and wastewater sector. A further issue is the inconsistency in the implementation of environmental standards at the state level. This is major restraint on market growth in that most states do not have systems in place to major restraint on market growth in that most states do not have system in place to monitor water pollution levels sufficiently, systematically and consistently. Moreover environmental agencies have not been granted firm support or influential legislative of environmental legislation can affect the growth in the pumps market.

Company Profile
The parent company, SUGUNA Industries was established in the year 1958 under the stewardship of Sri G. Ramasamy the Founder and Chairman of the Suguna Group of Industries . With his experience and leadership the company has grown leaps and bounds and has created a name for itself as a leader in the elective motor and pump industry in India with a group Turnover of about Rs. 100 crores.

Products
➢ Stainless Steel Pumps
➢ Submerse Pumps
➢ Centrifugal Monobloc
➢ Jet Pumps
➢ Borewell Compressor
➢ Agriculture Monobloc
➢ Dental Lathe
➢ Two Wheeler and
➢ Car Washer

Area of the Study
Suguna Industries collaborate with customers and build the perfect digital strategy that propels customers to a faster time-to-market with significant competitive advantages. We help the customers for betterment by leveraging our deep technology and process methodologies.
The Study is taken at SUGUNA INDUSTRIES, Coimbatore

Need for the Study
➢ To find out the perception of employees towards the various dimension of organizational climate.
➢ To study the socio economic characteristics of the employees
➢ To find the existing organizational climate and quality of work life perceived by the employees.
➢ To analysis various dimensions of organizational Climate and quality of work life.
➢ To suggest suitable measure to enhance organization climate and quality of work life of the employees.

Objectives of the Study

➢ A Study on Organizational Climate and its influence on Quality of Work Life of the Employees of Suguna Industries.
➢ To analyze the contingency relationship between organizational climate and the QWL of employees
➢ To identify the career development opportunities of Suguna Industries employees.
➢ To understand the working conditions and its impact of QWL of Suguna Industries employees.
➢ To study the employee perception on existing organizational climate in Suguna industries
➢ To suggest methods to improve the employees quality of work life by improving organizational climate.

Scope of the Study

➢ The study can observe the degree of satisfaction levels of the employees in the organization and an attempt to find out the root cause of problems related to employees with organizational climate and QWL of the employee.
➢ It helps to focus on recognition of work life issues and quality of work life teams in an organization.
➢ The study recommended for the provision of enough work life balances to enhance employee performance in the organization.
➢ The study is useful to the management to know the organization climate towards their employees and they can take measures to retain the employee by increasing their satisfaction level of employee.
➢ This study can analyze to determine how well the organization climate is impacting the employees in the workplace and focus on them to growth further in an organization.

Limitation of the Study

➢ Sample size does not represent the total Population
➢ The information given by the employees are biased. Some people hesitated to fill the questionnaire.
➢ Most of the employees are busy with their work and are not able to give all the information at the right time.
➢ An intense study of various departments cannot be made possible in this study.

Review of Literature

Daniel J. Koys, Thomas A. DeCotiis (1991) Inductive Measures of Psychological Climate Human Relations, vol. 44, 3: pp. 265-285. Eight summary dimensions of psychological climate, i.e., autonomy, trust, cohesiveness, pressure, support, recognition, fairness, and innovation, were derived from over 80 differently labeled dimensions reported in the literature. Five item scales of each summary dimension were developed and tested in a sample (n = 367) of managerial employees. Coefficients alpha for the scales ranged from 0.80-0.89. When the 40 items were submitted to a factor analysis with an oblique rotation, eight factors were produced, generally corresponding to the eight summary dimensions. These results were validated by using a separate sample (n 84) of managerial and professional employees.

Garry Gelade, Patrick Gilbert (2003) Work Climate and Organizational Effectiveness: The Application of Data Envelopment Analysis in Organizational Research Organizational Research Methods, vol. 6, 4: pp. 482-501. Previous research examining the climate-effectiveness relationship in organizations has largely failed to take due note of the complex multidimensional nature of organizational effectiveness. This article describes the data envelopment analysis (DEA) technique for evaluating the relative efficiencies of organizations that consume multiple inputs and produce multiple outputs and demonstrates its application to organizational research. The use of DEA is illustrated by calculating the relative efficiencies of the branch offices in a retail banking network, and it is shown that measures of efficiency calculated using the DEA method correlate significantly with organizational climate as measured by employee's perceptions of operational and management practices. It is suggested that researchers studying the relationship between organizational effectiveness and the psychology of the workplace should consider using DEA, especially when multiple dimensions of effectiveness are involved.

Jeff Hyman. Juliette Summers (2007) work and life can employee representation influence balance?" Employee Relations Vol. 29 Iss.4. pp-367 – 384. The purpose of this article is to assess the influence of different forms of organization representation on the provision of work life balance employment policies. Employees do influence work life balance issues in the financial services sector and work life balance initiatives had greater breadth. Codification and quality where independent unions were recognized. In all cases however, the extent of departure from minimal statutory levels of provision was not great. The nature of the study and its focus on Scotland may limit the generalisability of the findings into other sectors or regions. In light of the evolving work life balance legislative framework, this article should be of practical interest to trade unions, practitioners and

academics. It demonstrates that organization and unions need to retain and develop a focus on work life balance applications.

Melissa A. Warner, Peter A. Hausdorf, (2009) The positive interaction of work and family roles : Using theory to further understand the work family interface, Journal of Managerial Psychology, Vol. 24 Iss : 4 pp. 372 – 385. The purpose of this paper is to provide a review of the predominant theatrical framework used to describe the interaction between work and family roles and present an integrative model of work family enrichment. The gal is to better understand the psychological processes underlying work family enrichment and to identify ways in which work family enrichment can be increased. A conceptual and testable model depicting the direct and indirect relationship involved in work family enrichment is provided. This paper suggests several future directions that researchers can undertake to advance the understanding of positive linkage between work and family. These future directions include testing the prepositions related to need theory a daily study approach, examining organizational and personal antecedent and consonances associated with work family enrichment and testing the aspects of the presented model to further the new area of research integrating work family enrichment and need theory.

Esther Gracia, Eva Cifre, Rosa Grau (2010) Service Quality: The Key Role of Service Climate and Service Behavior of Boundary Employee Units Group & Organization Management, vol. 35, 3: pp. 276-298. This study simultaneously tests the influence of two resources that boundary employee units can use to improve service quality. The first is the boundary employee units' perceptions of organizational values oriented toward creating a good service climate. The second is the boundary employees' competences oriented to providing the service, that is, their own service behavior during service transactions. Moreover, organizational climate and organizational facilitators are also analyzed as antecedents of the two resources. Moreover, organizational facilitators and organizational climate are significant antecedents for higher levels of service climate. Therefore, results confirm the importance of both roles in improving customer perceptions of service quality.

Melissa Lugo (2016) Measuring Organizational Climate Journal of Contemporary Justice, vol. 32, 4: pp. 357-382. To date, literature examining the organizational context in corrections focuses primarily on the impact of organizational culture on prison violence. The operationalization of organizational climate has received limited attention in the empirical literature. Organizational climate refers to the attributes of the institution (e.g., resources, leadership, management) rather than focusing solely on the shared values and beliefs among correctional staff. Although organizational climate can advance our understanding of factors conducive to institutional misconduct, staff stress, and the like, more studies are warranted concerning the measurement of this construct. The benefits of understanding organizational climate are discussed from both a measurement and policy standpoint.

Kanimozhi Narayanan, Susan E. Murphy (2017) Conceptual Framework on Workplace Deviance Behaviour: A Review Journal of Human Values, vol. 23, 3: pp. 218-233. This article aims to highlight the importance of organizational climate with both destructive and constructive deviance behaviour in different cultural setting with workplace as a common ground. First, we discuss the need for research in workplace deviance especially destructive and constructive deviance behaviour with the review of previous studies from deviance literature. Next, we present the importance of climate and culture with both destructive and constructive deviance by proposing relationship among them with the help of a framework. The presented theoretical framework can be useful for conducting future empirical research. Finally, we present the conclusion and future research in conducting cross-national research with respect to deviance.

Research Methodology
Definition

According to Clifford words research defining and redefining problems formulating hypothesis or suggested solution, collecting organizing and evaluating data making deduction and reaching conclusion to determine whether they fit the formulating hypothesis.

Research Design

A research design is the arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in procedure. In this study descriptive type of research design has been used.

Descriptive Research Design

Descriptive research studies which are concerned with describing the characteristic of a particular concerned with the prediction with narration of facts and characteristics concerning individual group of situations are all example of descriptive research studies.

Sampling Design

Universe: The universe of the study includes the total workers of Suguna industries i.e. 450 number of employees.

Sampling size: 110 employees of Suguna Industries are to be taken for their sample size for this projects.

Sampling Method: Simple Random sampling method is used for this project

Method of Data Collection

Primary Data: Primary data are those which are collected a fresh and for the first time and thus happen to the original in character.

Secondary data: Secondary data are those which have been already collected and analyzed by some earlier agency for its own use.

Statistical Tools Used in the Study

➢ Simple Percentage Analysis
➢ Chi – square
➢ ANOVA

Simple Percentage Analysis

The percentage analysis is the analysis of ratio. The main objective of the percentage analysis is comparison of data for the analysis. Hence the percentage can be calculated by using this formulate.

Percentage of the respondents = (No of respondents / Total no of respondents) * 100

Chi – Square

A chi – squared test also referred to as test, is any statistical test in which the sampling distribution of the test statistic is a chi squared distribution when the null hypothesis is true or any in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi squared distribution as closely as desired by making the sample sizes large enough.

$$X^2 = \sum \left[\frac{(O-E)^2}{E} \right]$$

O → Observed value , E → Expected value

Anova

A statistical analysis tool that separates the total variability found within a data set into two components random and systematic factors. The random factors do not have any statistical influence on the given data set, while the systematic factors do. The ANOVA test is used to determine the impact independent variables have on the dependent variable in a regression analysis. It is also the initial step in identifying factors that are influencing a given data set. After the ANOVA test is performed, the analyst is able to perform further analysis on the systematic factors that are statistically contributing to the data set's variability ANOVA test results can then be used in an F – test on the significance of the regression formula overall.

$$F = \frac{\text{Variable between the samples}}{\text{Variables between the samples}}$$

Data Analysis and Interpretation
Gender of the Respondents
Showing the Gender of the Respondents

	Frequency	Percent	Cumulative Percent
Male	100	90.9	90.9
Female	10	9.1	100.0
Total	110	100	

Interpretation

From the above table it can be inferred that 90.9 % of the respondents are male and 9.1 % of the respondents are female.

Respondents Satisfaction with Organization Climate Practiced in Organization
Table Showing the Respondents Satisfaction with Organization Climate Practiced in Organization

	Frequency	Percent	Cumulative Percent
Highly Satisfied	29	26.4	26.4
Satisfied	41	37.3	63.6
Neutral	21	19.1	82.7
Dissatisfied	18	16.4	99.1
Highly Dissatisfied	1	9	100.00
Total	110	100.00	

Interpretation

From the above table it can be inferred that 26.4% of the respondents' highly satisfied with organization climate practiced in the organization. 37.3% of the respondents' satisfied with organization climate practiced in the organization. 19.1% of the respondents' neutral with organization climate practiced in the organization. 16.4% of the respondents' dissatisfied with organization climate is the organization and 0.9% of the respondents' highly dissatisfied with organization climate practiced in the organization.

Respondents Think there is any Impact of Organizational Climate Towards Work Life Balance
Table Showing Do Respondents Think There is any Impact Of Organizational Climate Towards Work Life Balance

	Frequency	Percent	Cumulative Percent
Yes	53	48.2	48.2
No	57	51.8	100.00
Total	110	100.00	

Interpretation

From the above table it can be inferred that 48.2% of the respondents' said there is an impact of organizational climate towards their work life balance and 51.8% of the respondents' said there is no impact of organization climate towards their work life balance.

Respondents Acceptance on Two Way Communication
Table Showing the Respondents Acceptance on Two Way Communication

	Frequency	Percent	Cumulative Percent
Strongly Agree	37	33.6	33.6
Agree	47	42.7	76.4
Neutral	13	11.6	88.2
Disagree	9	8.2	96.4
Strongly Disagree	4	3.6	100.0
Total	110	100.00	

Interpretation

From the above table it can be inferred that 33.6% of the respondents' strongly agree about organization supports two way communication. 42.7% of the respondents' agree about organization supports two way communication, 11.8% of the respondents' neutral about organization supports two way communication. 8.2% of the respondents' disagree about organization supports two way communication and 3.6% of the respondents' strongly agree about organization supports two way communication.

Respondents Opportunities for their Career Development
Table Showing Respondents Opportunities for their Career Development

	Frequency	Percent	Cumulative Percent
Strongly Agree	13	11.8	11.8
Agree	8	7.3	19.1
Neutral	8	7.3	26.4
Disagree	39	35.5	61.8
Strongly Disagree	42	35.2	100.0
Total	110	100.00	

Interpretation

From the above table it can be inferred 11.8% of the respondents' strongly agree that there are opportunity for their career development, 7.3% of the respondents' agree that there are opportunity for their career development, 7.3% of the respondents neutral that there are variety opportunity for their career development. 35.5% of the respondents' disagree that there are opportunity for their career development and 38.2% of the respondents strongly disagree that there are opportunity for their career development.

Respondents Balancing their Family and Work
Table Showing the Respondents Balancing their Family and Work

	Frequency	Percent	Cumulative Percent
Strongly Agree	45	40.9	40.9
Agree	50	45.5	86.4
Neutral	3	2.7	89.1
Disagree	8	7.3	96.4
Strongly Disagree	4	3.6	100.0
Total	110	100.0	

Interpretation

From the above table it can be inferred 40.9% of the respondents' strongly agree about balancing their family and work, 45.5% of the respondents' agree about balancing their family and work, 2.7% of the respondents' neutral about balancing their family and work, 7.3% of the respondents' disagree about balancing their family and work and 3.6% of the respondents' strongly disagree about balancing their family and work.

Respondents Agree Conflict and Misunderstanding Due to Organization Climate
Table Showing Respondents Agree Conflict and Misunderstanding Due to Organization Climate

	Frequency	Percent	Cumulative Percent
Strongly Agree	16	14.5	14.5
Agree	15	13.6	28.2
Neutral	17	15.5	4.8
Disagree	31	28.2	71.8
Strongly Disagree	31	28.2	100.00
Total	110	100.0	

Interpretation

From the above table is can be inferred that 14.5% of the respondents' strongly agree about conflict and misunderstanding due to organization climate, 13.6% of the respondents' agree about conflict and misunderstanding due to organizational climate 15.5% of the respondents' neutral about conflict and misunderstanding due to organization climate, 28.2% of the respondents' disagree about conflict and misunderstanding due to organization climate and 28.2% of the respondents strongly disagree about conflict and misunderstanding due to organizational climate.

Chi – Square Analysis
Significant Difference between the Age of the Employees and the Satisfaction Level in the Organization

Null hypothesis (H0): There is no significant difference between age of the employees and the satisfaction of employees with the organization climate practiced in organization.

Alternative Hypothesis (H1): There is a significant difference between age of the employees and the satisfaction of employees with the organization climate practiced in organization.

	Age	Satisfaction Level
Chi Square	15.980	15.663
df	12	12
Asymp. sig	.192	.207

Significant = P < 0.05, Not significant = P >0.05

Interpretation

According to the Chi square table the X2 = 15.980 degree of freedom is 12 and 'P' value is 0.192. Here the 'p' value is greater than the significant value (0.19 > 0.05) so the H0 is accepted and the H1 is rejected. Hence there is no significant difference between age of employees and satisfaction of employees with the organization climate practiced in organization.

Significant Difference between the Department of the Employees and Team Members Giving Opportunity and Encourage for their Carrier Development

Null hypothesis (H0) : There is no significant difference between department of the employees and team members, management give opportunity and encourage for their career development

Alternative Hypothesis (H1): There is a significant difference between department of the employees and whether team members, management give opportunity and encourage for their career development.

Chi square test

	Department of the Respondent	QWL of the Respondent
Chi Square	23.275	27.816
df	12	12
Asymp. sig	.025	.006

Significant = P < 0.05, Not significant = p >0.05

Interpretation

According to the Chi square table the X = 23.275 degree of freedom is 12 and 'p' value is 0.192. Here the 'p' value is greater than the significant value (0.25>0.05) so the H0 is accepted and the H1 is rejected. Hence there is no significant difference between departments of the employees and whether team members, management give opportunity and encourage for their development.

Significant Difference between Present Salary of the Employees and Satisfaction with their Benefit Packages

Null hypothesis (H0) : There is no significant difference between present salary of the employees and satisfaction with their benefit packages.

Alternative Hypothesis (H1): There is a significant difference between present salary of the employees and satisfaction with their benefit packages.

Chi square test

	Salary	Benefit Packages
Chi Square	22.525	26.894
df	12	12
Asymp. sig	.032	.008

Significant = P < 0.05, Not significant = p >0.05

Interpretation

According to the Chi – square table the X^2 = 22.525 degree of freedom is 12 and 'p' vale is 0.32. Here, the 'P' value is greater than the significant value (0.32> 0.05). So the H0 is accepted and the H1 is rejected. Hence there is no significant difference between present salary of the employees and satisfaction with their benefit packages.

Anova Analysis
Significant Difference between the Experience of the Respondents and the Agreement towards Organization Climate Predicted in their Concern
Experience – One – Way Anova Analysis

One way analysis was conducted to check whether the study variables differ across various experience of the respondent. The experience break up among the respondents is as follows : -

Experience	Frequency
Less than a year	23
1-3 Yrs	36
3-5 Yrs	40
More than 5 Yrs	11
Total	110

To check the various study variables differ across experience of the respondent. One way ANOVA was conducted. The various hypotheses being considered are

Null Hypothesis: H_0 There is no significant difference between the experience of the respondents and the agreement towards organization climate practiced in their concern.
Alternative Hypothesis: H_1a. The respondents agreement level towards organization climate practiced in their concern regarding familiar with mission vision and values.
H_1b. The respondents agreement level towards organizational climate practiced in their concern regarding there is any link between any work and company objectives.
H_1c. The respondents agreement level towards organizational climate practiced in their concern regarding providing safe, healthy environment and there is a social integration.
H_1d. The respondents' agreement level towards organizational climate practiced in their concern regarding organization comprised of values, norms, expectations, policies and procedures.
H_1e The respondents' agreement level towards organizational climate practiced in their concern regarding organization feel informed about the changes that affect me within the organization.

Table Showing the Anova Analysis Between Experiences of the Respondents and the Agreement towards Organizational Climate Practiced in their Concern

ANOVA		Sum of squares	Df	Mean Square	F	Sig
Mission	Between groups	3.628	3	1.209	1.132	.339
	Within Groups	113.147	106	1.067		
	Total	116.773	109			
Company Objectives	Between Groups	1.969	3	.656	.356	.785
	Within groups	195.204	106	1.842		
	Total	197.173	109			
Healthy Environment	Between Groups	2.748	3	.916	.453	.716
	Within groups	214.524	106	2.024		
	Total	217.273	109			
Norms Values	Between Groups	3.684	3	1.295	1.228	.303
	Within groups	111.789	106	1.055		
	Total	115.673	109			
Changes	Between Groups	1.930	3	.643	.349	.790
	Within groups	195.343	106	1.843		
	Total	197.273	109			

Interpretation

From the ANOVA analysis it is inferred that there is no significant difference between the experiences of the respondents and the agreement towards organizational climate practiced in their concern, as the P value is greater than the significant value and so the null hypothesis is accepted and alternative hypothesis is rejected.

Findings, Suggestion and Conclusion
Simple Percentage Analysis

- 90. 9 % of the respondents are Male
- 37.3% of the respondents are in between the age group of 26 – 35 years
- 36-4% of respondents experience in between 3-5 years
- 33.6% of the respondents are working in finance / account department
- 40.9% of the respondents present salary is below 5000
- 33.5% of the respondents number of members in the family are 2
- 37.3% of the respondents satisfied with organization climate practiced in the organization.
- 48.2% of the respondents said there is an impact of organizational climate toward their work life balance.
- 51.8% of the respondents agree that they except some changes in organization climate in their concern.
- 42.7% of the respondents agree about organization supports honest two way communication
- 38.2% of the respondents strongly disagree that there are variety of ways for their career development.
- 45.5% of the respondents agree that they feel sense of security in their job.
- 45.5% of the respondents agree about satisfying with job and develop their skill.
- 28.2% of the respondents' disagree and strongly disagree about conflict and misunderstanding due to organizational climate

Chi Square Analysis

- The Age of the Respondents is not an influencing factor towards the Satisfaction of Respondents with the Organization Climate practiced in Organization
- The Department of the Respondents is not an influencing factor towards the Team Members, Managements give Opportunity and Encourage for their Development
- The Salary of the Respondents is not an influencing factor towards the Satisfaction with their Benefit Packages

Anova Analysis

- The Experience of the Respondents is not an influencing factor towards Organizational Climate practiced in their Concern

Suggestions

- Managers play a key role in creating a cordial work environment. Managers should use every possible opportunity to improve the business literacy of staff by providing information on the strategy.
- The employees' works are been recognized by the management and appreciated. It can be maintained in such a way that the employees morale will be improved.
- Need to prove the environment of the working conditions
- Team performance must the highly encouraged and recognized.
- Employees have a high trust in management. It can be maintained in such a way employee's involvement and commitment will increase.
- Encourage staffs to address problems relating to their own jobs responsibilities and providing them a fair result in order to create a contingency relationship between the organizational climate and quality of work life of the employees.
- An employee, particularly the achievement oriented one, seeks growth through his work. If the work provides him opportunity for personal growth and to develop his personality, he will feel committed to the job and the organization.
- To make QWL sound, effective two way communication is necessary. Through the downward communication, employees would receive information about the various aspects of the organization. Through upward communication, employees can share their views, grievances and suggestions for improving the work performance.

Conclusion

The study analyzed the existing organizational climate and quality of work life, in company and their levels perceived by the employees. The result manifested that the employees perceive moderate level of organizational climate. Their levels of quality of work life were also found to be moderate level. The result also reveals that there is a correction between organizational climate and quality of work life. The major implication of the study is to bring out the importance in ordering the employees of better organizational climate and to improve their quality of work life and heighten job satisfaction. As employee ownership continues to grow collective decision making between managers and workers will likewise increase. Due to technological changes, globalization and deregulations, industries are looking for employees with specialization who can contribute to the boost up quality production to face the pierced competition globally, So the employees are in the situation to understand the change and competition in job market. This long run will beneficial to the management to terms of increasing the productivity. The significant finding of the study is that planners and managers while formulating the organizational policy should take special care. Equal importance must be accorded to the implementation stage also. It is not an easy task for management and organization to design and adapt organization climate effectively without the support and dedication from employees' themselves. However, management and organization can plan and design the bet fit approach to remain valid to all involved parties especially the employees. It is not just the monetary based benefits human capital today, there are other aspect that motivates and enhances their job involvement and affective commitment such as opportunities at work. This paper addressed the employees' needs and expectation from the employer. As we are aware, an organization requires human capital to meets its business objectives. Therefore by understanding the tested organizational climate the research will be able to emerge an improvised model to enhance employee's work passion as well as organizational commitment. As well there is a room way for comparison between the practices between public and privately administrative universities. The kernel of having the right employees relates to work passion. The passionate employee will be able to contribute more efficiently towards the growth of the organization. An excellent organizational will enable an enhanced economic development.

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Annexures
Questionnaire

Name _____

1. Gender
   a). Male   b). Female
2. Age
   a)   20 to 25   b). 26 to 35   c). 36 to 45   d) 45 and above
3. Years of experience
   a). Less than year   b) 1 to 3   c). 3 to 5 d).more than 5

4. Department
   a). Finance / Accounts   b). HR/Admin   c). Production / Marketing
    d). others
5. Present salary
   a).Below 5000   b).6000 – 10000   c).11000 – 20000 d). above 20000
6. Number of dependents in your family
   a). One   b). 2   c). 3-5   d).More than 5

Tick the following about the organization climate dimension practical in your organization whether you are agreeing with it. (SA. Strongly Agree, A. Agree, N. Agree, N. Neutral, DA – Disagree, SDA – Strongly Disagree)

S.No	PARTICULARS	SA	A	N	DA	SDA
7	I am familiar with the mission, vision and values of the company.					
8	I can see the link between my work and company objectives					
9	Organization provide safe, healthy environment and there is a social integration.					
10	Your organization comprised of values, norms, expectations, policies and procedures.					
11	I generally feel informed about the changes that affect me within the organization.					
12	The organization supports honest two way communication.					
13	Mission, vision and values show in everyday work and procedures.					
14	I get the training I need to do my job well and performance appraisal is good.					
15	There is a variety of ways for me to develop my career.					
16	I am motivated by management and overall team members.					

Tick the following about the Work life balance influences effects according to you. (SA. Strongly Agree, A. Agree, N. Agree, N. Neutral, DA – Disagree, SDA – Strongly Disagree).

S.No	PARTICULARS	SA	A	N	DA	SDA
17	Team members, management give opportunity and encourage me in work for my development.					
18	I have all the tools and equipment to do my job well					
19	Working hours are favorable and flexible					
20	I am fairly paid for my job what I do and I am satisfied with my benefit package.					
21	I have a sense of security in my job.					
22	I can balance my family and work. Don't have pressure.					
23	Satisfied with job and I develop my skills					
24	Stress relief programs and other program are conducted.					
25	There is conflict and misunderstanding due to organization climate.					
26	Workplace environment roofing, layout etc are perfect in organization.					

27   Are you satisfied with the organizational climate practiced in organization?
      a). Strongly agree b). Agree   c). Neutral   d). Disagree
      e).Strongly disagree

28   Do you think there is impact of organizational climate towards your work life balance?
      a). Strongly agree b). Agree   c). Neutral   d). Disagree
      e).Strongly disagree

29   If the present organization climate is been changed, would you be comfortable and happy?
      a). Strongly agree b). Agree   c). Neutral   d). Disagree
      e).Strongly disagree

30   Give some suggestions for improving organizational climate and work life balance in your concern

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