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# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	POTENTIAL OF KERALA AYURVEDA TOURISM : SPECIAL REFERENCE TO ERNAKULAM DISTRICT <i>P.A.MARY ANITHA &amp; DR. C. CHANDRAN</i>	1
2.	A STUDY ON DRIVERS FOR GREEN SUPPLY CHAIN MANAGEMENT (GSCM) IN CHEMICAL INDUSTRIES: WITH REFERENCE TO GUJARAT REGION <i>RINKI ROLA, DR. S. O. JUNARE &amp; DR. TEJAS N DAVE</i>	7
3.	A STUDY ON CUSTOMER PREFERENCE AND SATISFACTION TOWARDS SELECTED RETAIL STORES IN COIMBATORE CITY <i>DR. K. K. RAMACHANDRAN &amp; R. GOKILA</i>	13
4.	AN EMPIRICAL STUDY ON ORGANIZATIONAL CLIMATE PREVAIL ON BANKING SECTOR OF PAKISTAN AND PERCEPTION OF EMPLOYEES REGARDING ORGANIZATION CLIMATE <i>GHULAM MUSTAFA SHAMI, DR. MUHAMMAD RAMZAN &amp; AFAQ RASOOL</i>	17
5.	PERFORMANCE ANALYSIS & BENCHMARKING OF SELECTED LISTED HOUSING FINANCE COMPANIES IN INDIA- A CAMEL APPROACH <i>PANKAJ CHADHA &amp; VANITHA CHAWLA</i>	23
6.	THE SIGNIFICANCE OF PERFORMANCE MANAGEMENT IN WORK DIMENSIONS <i>N. MALLIKHARJUNA RAO, DR. T. RAJASEKHAR &amp; K. GOWTHAMI</i>	30
7.	THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES ON EGERTON UNIVERSITY'S PUBLIC IMAGE: A CASE OF NJORO DIVISION COMMUNITY <i>LANGAT LIDYA CHEPKOECH, JAMES KAMAU MWANGI &amp; THOMAS MOCHOGE MOTINDI</i>	33
8.	ROLE MODEL OF EFFECTIVE LEADERSHIP FOR GROWTH IN INSURANCE SECTOR IN INDIA <i>SUBHRANSU SEKHAR JENA</i>	39
9.	A CRAM OF CONSUMER'S BUYING PERFORMANCE FOR LONG JOURNEY TRAIN TICKETS <i>MEHUL CHHATBAR &amp; DR. RASHMI MAURYA</i>	45
10.	DETERMINANTS OF CONSUMER BUYING BEHAVIOUR: A STUDY OF READYMADE GARMENTS <i>MALIKA RANI &amp; RAJEEV GUPTA</i>	49
11.	CLASSIFIED ROUTES OF FOREIGN DIRECT INVESTMENT IN INDIA <i>DR. SHAMSHER SINGH &amp; DR. NEELAM TURAN</i>	53
12.	A STUDY ON CONVENTIONAL BANKING, ISLAMIC BANKING AND IT'S TREATMENT OF PROFIT AND LOSS <i>SAMEENA BEGUM</i>	59
13.	MEASUREMENT OF FINANCIAL PERFORMANCE: A CASE STUDY OF SAUDI ELECTRICITY COMPANY <i>DR. R. B. SHARMA</i>	63
14.	FDI AND INDIAN ECONOMY: A STUDY <i>SANDEEP YADAV</i>	67
15.	IMPACT OF DIVIDEND DECISION – A CASE STUDY <i>SOHELI GHOSE</i>	71
16.	DEVELOPMENT OF MULTI-COOPERATIVE SOCIETIES IN JAMMU AND KASHMIR STATE <i>AASIM MIR</i>	75
17.	LIBERALISATION AND ITS EFFECTS ON PROFITABILITY & PRODUCTIVITY OF PRIVATE SECTOR BANKS IN INDIA <i>VINITH HP</i>	77
18.	A STUDY ON PROBLEMS OF WORKERS IN COIR INDUSTRIES OF KANYAKUMARI DISTRICT <i>DR. R. SIVANESAN</i>	80
19.	BUYER'S BEHAVIOR IN ORGANIZED RETAIL: AN EXPLORATORY STUDY <i>NAVED SHAMIM MALIK &amp; DR. ASIF ALI SYED</i>	87
20.	ANALYSIS OF PRE REQUISITES OF A PRODUCTION MANAGER IN A KNITWEAR INDUSTRY <i>DR. S. SRIVIDHYA &amp; P. VIJI</i>	94
21.	ORGANISATIONAL CLIMATE AND ITS IMPACT ON ROLE MOTIVATION AND EMPLOYEE ENGAGEMENT <i>K. RATHNA DEEPIKA &amp; DR. A. THIRUCHELVI</i>	97
22.	AN ASSESSMENT OF THE IMPACT OF MARINE INSURANCE ON NIGERIA'S MARITIME EXPORT TRADE <i>DR. I. A. NWOKORO</i>	101
23.	COMPULSIVE BUYING AND DIFFERENT CUSTOMER GROUPS: A CASE STUDY OF YOUTH IN SRINAGAR CITY <i>SHAKEEL AHMAD SOFI, SHABIR MAJEED BHAT &amp; JAVAID AHMAD RATHER</i>	107
24.	TOURISM MARKETING IN LAKE TANA MONASTERIES <i>ASCHALEW DEGOMA DURIE</i>	112
25.	ETHICAL ISSUES IN HUMAN RESOURCE MANAGEMENT PRACTICES UNDER FEDERAL CIVIL SERVICE OF ETHIOPIA: THE ROLE OF HUMAN RESOURCE PRACTITIONER <i>FENTAYE KASSA HAILU</i>	117
26.	FINANCIAL INCLUSION FOR INCLUSIVE GROWTH – A COMPARATIVE STUDY ON RURAL & URBAN AREAS OF DIBRUGARH <i>RAJPOL BHARADWAJ &amp; SUBHADEEP CHAKRABORTY</i>	122
27.	IMPACT OF VALUE ADDED TAX (VAT) ON PRODUCT MARKET PRICES – A STUDY IN STATE OF ANDHRA PRADESH <i>DR. S. TARAKESWARA RAO</i>	125
28.	IMPACT OF MICRO INSURANCE ON SELF HELP GROUPS IN RURAL ARES OF ANDHRA PRADESH <i>DR. P. GURUVAIAH</i>	130
29.	ASSESSMENT OF OPPORTUNITIES AND CHALLENGES OF TOURISM INDUSTRY IN JAMMU AND KASHMIR <i>ZAMEER AHMAD BHAT</i>	134
30.	MANAGER'S CORPORATE ENTREPRENEURIAL ACTIONS AND EMPLOYEE'S JOB PERFORMANCE & SATISFACTION: A STUDY ON MANAGERS & THEIR SUB-ORDINATES AT INFOTECH PVT. LTD., LAHORE <i>ANUM KHAN</i>	138
	<b>REQUEST FOR FEEDBACK</b>	142

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## AN EMPIRICAL STUDY ON ORGANIZATIONAL CLIMATE PREVAIL ON BANKING SECTOR OF PAKISTAN AND PERCEPTION OF EMPLOYEES REGARDING ORGANIZATION CLIMATE

**GHULAM MUSTAFA SHAMI**  
**RESEARCH SCHOLAR**  
**SUPERIOR UNIVERSITY**  
**LAHORE**

**DR. MUHAMMAD RAMZAN**  
**DIRECTOR LIBRARIES**  
**LAHORE UNIVERSITY OF MANAGEMENT SCIENCES**  
**LAHORE**

**AFAQ RASOOL**  
**RESEARCH SCHOLAR**  
**SUPERIOR UNIVERSITY**  
**LAHORE**

### ABSTRACT

*This study aimed to find out what the overall climate prevail in the banking sector of Pakistan and what the employees perceived regarding organizational climate. In this study the researcher used two different methods for research. First the researcher personally connected with 12 bank managers. The idea behind, the manager can also express the feelings of their staff. The second method used is organizational questionnaire surveys, commonly and widely used for data gathering purposes in companies of different sizes, 50 responses take into consideration. The first study is conducted to know the overall organization climate prevail in the organization. The first study result shows lack of facilities, favoritism system, Centralized decision making process is big hurdle in the way of strong organization system. Second study is conducted to know the perceptual difference of employees. According to my result there is no perceptual difference of employees on the basis of gender, experience, department and the qualification. This study tells that there is no perceptual difference on the basis of gender, experience and qualification but there is an average climate prevails in banking sector and a lot areas need to improve. This paper ends with some recommendation to improve organization climate in banking sector of Pakistan.*

### KEYWORDS

Organizational climate, Banks, Bank employees.

### INTRODUCTION

Organizational climate is important to organizational productivity. Many researchers have done in this area and author found an important relationship between them. The purpose of this study is to find what the overall climate prevail in the banking sector of Pakistan and what the employees perceived regarding organizational climate. Organizational climate factors cause to increase organizational productivity and management have clear understanding of their employees perception, behavior, attitude and thinking which ultimately brings high performance for organizations. Organization is a group of individuals who work together to achieve some common goal. There are a lot of components which jointly together to make this co-operation like work factors, physical factors, human factors as well as coordination factors.

According to Litwin and stringer, it is set of measureable properties of work environment that influence and motivate the behavior of people directly or indirectly who live and work in this environment. Argyris 1957 refer organizational climate to "personality" and some other author refers to flow of feeling and behavior. It is also said organizational climate is an interaction between personal variables of employees working in that organization and environmental variables. In simple words we can say organizational climate is how employees felt and perceived in organization. Litwin and Burke (1992) said organizational climate is an individuals' perception towards management or administration of their work units. Organizational climate is also individual's or employee perception towards organizations' work environment, Schneider et al. (1994). This perception comes from individual observations while working in organization. Hicks-Clarke and Iles (2000), said organizational climate is employees' perceptions on the rules and laws implemented in organization. Organizational climate has major rule on employee Performance in organization it bring effect on job satisfaction as well as on individual motivation. Organizational climate is also important because through effective organizational climate manager can manage the motivation level of his or her manager. Organizational effectiveness achieve through effective organizational climate and organization performance increase by it. According to Andrews (1971), the climate is used to make the quality of internal environment which include the development of individuals, the extent of members' commitment or dedication to organization purposes, quality of the cooperation and the efficiency by which purposes translated into results.

### LITERATURE REVIEW

For both individual and collective reasons, the relationship between organizational climate and organizational performance is expected to be mediated by affective reactions of employees. In studies of organizational climate assessments of personal meaningfulness are also found. Payne (1976) investigated that perceptions of an organization's emphasis on achievement, autonomy, understanding and affiliation were highly correlated with satisfaction with those aspects of climate.

Investigators have often derived climate scores from managers alone. For instance, Gordon and DiTomaso (1992) said company performance as a function of perceptions by the top four or five levels of management. They realized that "management is clearly not a representative sample of the employees in the companies" (p.788). However, they were argued that, because of managers' greater influence over work processes, "culture measured at this level will be most predictive of future behavior and performance of the firm" (p. 789). Top level managers only were studied by Peters and Waterman (1982), and a similar restriction was applied by Gordon (1985), Kotter and Heskett (1992), Denison and Mishra (1995) and Weber (1996), in each case excluding climate perceptions by non-managerial employees.

According to Curry (1994), there is important relationship between job satisfaction and organizational climate. Both can influence each other. Open atmosphere or climate will cause reducing the job satisfaction. Organizational climate have positive effects on job satisfaction and also have direct relationship between these two variables as higher the climate the job satisfaction is also higher (Walker, Mahajan, Ford, 1984). Villiani (2007) concluded organizational climate as an effective ingredient for efficacious and organization efficiency.

According to Samsupju et al., (2005) when jobholders' get desirable relationship with organization's management and colleagues it will cause effective affect on jobholder's job satisfaction. Nicke (2001) concluded that perception about the organization climate have important element of job satisfaction and also concluded that reward and interest also have important effect on job satisfaction and tendency of leaving the organization. According to Michalle, et al., (2006) when there are discrepancies in organization and organizational climate is insupportable will bring stress and finally cause job dissatisfaction. Potter and Lawler (1967) refer that there is a significant differences in perceptions and climate according to organizational level. Climate is more important for top level management rather than lower level management so perception of climate differ according to hierarchal level. According to Anita Gupta, organizational climate is important in developing competencies of the worker and give opportunities for fulfillment. She also suggested that the role of managers' should enhance and they should feel responsible in creating motivating and positive work culture that leads towards organizational effectiveness.

**ORGANZATIONAL CLIMATE AND CULTURE**

Often organizational culture and organizational climate is used interchangeably. According to many researchers organizational climate and organizational culture are similar concepts. Schneider (2000) succinctly concluded the differences between these two concepts that organizational climate describes experiences and events and show the patterns of behavior of employee and culture is explored when individuals are asked why these patterns of shared values, Beliefs and common assumption exist. Culture is seen as more deeply rooted in the organization and is based on employees' beliefs and assumptions and values. Organizational climate is a snapshot of a particular time in an organization. Denison (1996), Gerber (2003) and Moran and Volkwein (1992) present a list of differences between these concepts.

**ORGANIZATIONAL CULTURE**

- Organizational culture originates from within the anthropology domain.
- Its focus is on analyzing the underlying structure of symbols, myths and rituals.
- It is highly enduring characteristic of the organization.
- Organizational culture relatively invisible and is preconscious in individuals.
- It evolves slowly and is not easy to change.
- Organizational culture collective characteristics are exhibited.
- Qualitative methodology is used in organizational culture

**ORGANZATIONAL CLIMATE**

- It has roots in social psychology discipline.
- Its focus is on the individual's perceptions and cognitions.
- This is relatively enduring characteristic of the organization.
- It is more visible and operates at the level of values and attitudes.
- Organizational climate evolves more quickly and changes rapidly.
- It contains unique characteristics of individuals are evident.
- Quantitative methodology is used in organizational climate.

**STUDY OBJECTIVES**

Most of the work is done to know the relationship between organization climate and job satisfaction, but here purpose to know the perception of banking employees whether they are satisfied or dissatisfied with their organization climate. The aim of this study is to find the answers of these questions.

1. What the level of perception of employees regarding organizational climate?
2. What is the perceptual difference between male and female regarding organizational climate?
3. What is the perceptual difference between graduate and postgraduate regarding organizational climate?
4. What is the perceptual difference on the basis of departments regarding organizational climate?
5. What is the perceptual difference on the basis of working experience regarding organizational climate?

**RESEARCH METHODOLOGY**

**RESEARCH DESIGN**

The sample used in this study comprise employees of different department in three different banks which representing the banking Sector. The researcher selected three banks on the basis of judgmental sampling and use non probability random sampling for respondents.

**DATA COLLECTION**

In this study the researcher used two different methods for research. First the researcher personally connected with 12 bank managers. The idea behind, the manager can also express the feelings of their staff. The second method used is organizational questionnaire surveys, commonly and widely used for data gathering purposes in companies of different sizes. According to Kraut (1996), HR professionals may implement surveys to highlight areas of concern in company, impact of different programs, organizational changes, its impact on future decisions, measure long-term trends and provide communication channels to employees of organization. In this research traditionally, organizational surveys have been conducted using paper and pencil methods, no doubt this method of gathering information is costly and time consuming but provide more accurate and reliable information than other methods.

In this research 60 questionnaire are distributed among different banks employees, out of which 52 gives respond and 2 are ignored due to incomplete information. These participants vary on the basis of gender. The education level of respondents is also different. Working experience of selected participants is also varying. These respondents belong to different departments in different organization.

**INSTRUMENT**

This Questionnaire contains 38 items of scale variables which have five alternatives such as not at strongly agree, agree, neutral, disagree, and strongly disagree. Each item contain the 1 to 5 scores which indicate, 1 contain there is no climate in banks or really poor climate in these Banks. And score 2 indicate poor climate but somehow improve and 3 indicate there is an average climate prevail in these organization, and 4 indicate there is positive climate in the organization and 5 show there is an extraordinarily climate prevail in these banks. Instrument contains 7 components which represents overall organization climate. These components are Environment, Team Work, Managements Effectiveness, Involvement, Reward and recognaization, competency and Commitment.

**STATISTICAL MEASURES**

To analyze the results, different statistical measures such as Mean, Standard Deviation, and T-test were performed through SPSS 18.

**RELIABILITY STATISTICS**

**RELIABILITY STATISTICS**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.883	.883	38

To check the reliability of data Researcher conduct reliability statistic. In the social sciences research the Cronbach's alpha > 0.70 is considered acceptable. In our case the value of Cronbach's alpha is 0.883, which shows a good reliability and also preferable.



**DATA ANALYSIS AND FINDINGS**

**FIRST FINDING**

The Researcher personally conducted interview with 12 managers. Time duration is average 15 minutes. This interview is conducted to find the first objective of our study to know the overall perception of the employees regarding organizational climate, the manager can also express the feelings of their staff. The overall perception is on average. Questions were asked about major seven components of the instrument. Three respondents are satisfied with their organizational climate. Other nine respondents are to some extent satisfied with their organizational climate but they highlight some practices that prevail in organizational climate. Four respondent highlight reward mechanisms is on favoritism and remaining are focus on centralized decision making process and all the decision are made on upper level management. Most of the employee's perception also matches with the perception of managers. This is supported by our findings. Mean score of all banks is 3.40 that indicate there is an average organization climate exists in all these organizations. In one aspect it shows there is a tremendous scope of improvement. The organization need to facilitate employees that leads toward strong organization climate.

**SECOND FINDING**

The first study is conducted to find the perception of overall organization climate. The second study is conducted to find the perceptual difference of employees on the basis of gender, experience, department and qualification. For this purpose questionnaire is used and we make four hypotheses which are as below.

**TABLE SHOWS THE MEAN SCORE OF ALL THREE BANKS**

Table shows the mean score of all three banks is 3.460 that indicate there is an average climate exists in all these organizations. In one aspect it shows there is a tremendous scope of improvement of climate in banks but it also shows it make much improvement than the past.

**SUMMARY ITEM STATISTICS**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.460	2.560	3.960	1.400	1.547	.088	38

Tables shows Mean and Standard Deviation Results of 38 Item - Organization Climate Survey with individual Component Respond by 50 employees of all banks

**TEAM WORK**

	N	Mean	Std. Deviation
My superior gives me help and support	50	3.92	.922
My supervisor gives feedback on what I am doing right and where to improve.	50	3.68	1.096
I am able to work in team with my co-workers	50	3.96	.989
My department communicates well with other departments in my company	50	3.50	.974
My department makes a valuable contribution to my company	50	3.58	.971
My department meets its customer requirements	50	3.52	.974
Total	50	3.69	

The mean score of Environment was found to be higher than the other components which indicate that employees in this organization ready to work with each other and helpful to each other and discuss their problems with their managers.

**COMMITMENT**

	N	Mean	Std. Deviation
I am willing to put in extra effort when necessary.	50	3.70	.953
I am proud to say I work in my company	50	3.80	.881
I am loyal to my company	50	3.80	.948
I plan to spend my entire career in my company	50	3.56	.993
I have a high working morale.	50	3.66	.895
I recommend my company as the best place to work to others	50	3.46	1.034
Total	50	3.63	

The mean score of Commitment was found to be higher than other five components and in number 2. The mean score is 3.63 which indicate employees are loyal with his job and company. They are willing to put in extra effort when necessary, which is good sign towards organization climate.

**ENVIRONMENT**

	N	Mean	Std. Deviation
My work area is a safe working environment	50	3.70	1.233
My work area is clean and comfortable with necessary equipments.	50	3.68	.978
I maintain a good balance between work and other aspects of my life.	50	3.50	.953
I am satisfied with my working conditions they are up to my expectation.	50	3.56	1.053
I have the flexibility to arrange my work schedule to meet my personal/family responsibilities.	50	3.04	1.277
Total	50	3.49	

The mean score of Environment is 3.49 and was found to be higher than the other four components. Overall environment of the organization are good, employees are satisfied with the safe and clean working environment. But the item with score 3.04 show employees are unable to find good time to meet their family which shows Banks timing are more than day capacity.

**COMPETENCY**

	N	Mean	Std. Deviation
I receive adequate training relevant to my job.	50	3.12	1.023
I have the skills I consider most important to do my job effectively.	50	3.74	.876
Training helps me to improve my performance	50	3.66	1.002
I feel stress in my job	50	3.28	1.144
My company helps me to develop myself and my career	50	3.58	.859
I think my work is overloaded	50	3.46	.994
Total	50	3.47	

The mean score of competency is in number 4. The overall mean score of this component is good which indicate employees believe training plays very important role for improvement of performance. Here employees are not receiving proper training and they feel stress in their jobs.

**MANAGEMENT EFFECTIVENESS**

	N	Mean	Std. Deviation
Management pays careful attention to my suggestion	50	3.08	1.085
I trust management	50	3.18	.962
Management has a good understanding of what goes on in my department	50	3.40	.969
I am treated with respect by management	50	3.66	.939
I wish to give suggestions for the development of the company	50	3.78	1.166
Total	50	3.42	

The mean score of management effectiveness was found in number 5. The item with very low score is 3.08 which indicate management does not pay any careful attention to individual employee suggestion. Management must clearly convey all polices with the all level of staff and should be careful while tackling employees understanding.

**REWARD AND RECOGONAIZATION**

**REWARD AND RECOGONAIZATION**

	N	Mean	Std. Deviation
I am recognized for my good work	50	3.66	.895
I receive appropriate feedback about my performance	50	3.30	.931
My company has realistic work expectations.	50	3.24	1.001
I am satisfied with the pay and benefit I receive	50	3.02	1.040
Promotions are based on the performance	50	3.16	1.149
Total	50	3.27	

The mean score of reward and recogonaization was found to be second last number which indicates the employees are quite unsatisfied with respect to promotion, reward and benefit decisions of the banking sector.

**INVOLVEMENT**

	N	Mean	Std. Deviation
Management keeps my department adequately informed about what is going on in the company	50	3.38	1.048
My company encourages me to help in developing improved work processes	50	3.30	1.129
At my company, management seeks the involvement of employees when making important decisions.	50	2.56	1.146
My company is sensitive to my individual needs	50	3.04	1.142
I know what is happening in other parts of my company	50	3.26	.853
Total	50	3.10	

The mean score of involvement shows in last number of overall organization climate prevail in banking sectors, which indicate employees are not properly involve with decisions making procedure of the organization and employees are also not much familiar with polices and procedure of the organizations.

**TESTING OF HYPOTHESIS**

**HYPOTHESIS 1**

H0: There is no perceptional difference on the basis of departments regarding organizational climate.

H1: There is perceptional difference on the basis of departments regarding organizational climate

**TABLE SHOWS PERCEPTION DIFFERENCE BETWEEN HR AND OPERATION DEPARTMENT**

**GROUP STATISTICS**

	Department	N	Mean	Std. Deviation	Std. Error Mean
Organization Climate	HR	23	3.4737	.48316	.10075
	Operation	27	3.4483	.40960	.07883

**INDEPENDENT SAMPLES TEST**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Organization Climate	Equal variances assumed	.389	.536	.201	48	.842	.02534	.12622	-.22844	.27913
	Equal variances not assumed			.198	43.415	.844	.02534	.12792	-.23256	.28325

The level of significance is .536 which is more than 0.05 so we accept the null hypothesis that shows there is no significant difference in the perception of HR department employees and operation department employees.

**HYPOTHESIS 2**

H0: There is no perceptual difference between male and female regarding organizational climate.

H1: There is perceptual difference between male and female regarding organization climate.

**TABLE SHOWS PERCEPTION DIFFERENCE BETWEEN MALE AND FEMALE**

GROUP STATISTICS					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Organization Climate	Male	23	3.5584	.45580	.09504
	Female	27	3.3762	.41710	.08027

**INDEPENDENT SAMPLES TEST**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Organization Climate	Equal variances assumed	.338	.564	1.475	48	.147	.18213	.12351	-.06619	.43046
	Equal variances not assumed			1.464	45.144	.150	.18213	.12440	-.06841	.43267

The level of significance is .564 so we accept the null hypothesis that shows there is no significant difference in the perception of male and female perception. Male and female perception about the organization climate is same.

**HYPOTHESIS 3**

H0: There is no perceptual difference on the basis of employees working experience regarding organizational climate.

H1: There is perceptual difference on the basis of employees working experience regarding organizational climate.

**TABLE SHOWS PERCEPTION DIFFERENCE BETWEEN ON THE BASIS OF EXPERIENCE OF EMPLOYEES**

GROUP STATISTICS					
	years	N	Mean	Std. Deviation	Std. Error Mean
Organization Climate	less than 10	26	3.4889	.45739	.08970
	more than 10	24	3.4287	.42888	.08754

**INDEPENDENT SAMPLES TEST**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Organization Climate	Equal variances assumed	.005	.945	.479	48	.634	.06014	.12567	-.19254	.31282
	Equal variances not assumed			.480	47.986	.634	.06014	.12534	-.19188	.31216

The level of significance is .945 which is greater than 0.05 so we accept the null hypothesis that shows there is no significant difference in the perception of employees on the basis of experience.

**HYPOTHESIS 4**

H0: There is no perceptual difference on the basis of education level of employees regarding organizational climate.

H1: There is perceptual difference on the basis of educational level of employees regarding organizational climate

**TABLE SHOWS PERCEPTION DIFFERENCE BETWEEN GRADUATE AND POST GRADUATE PERCEPTION**

GROUP STATISTICS					
	Qualification	N	Mean	Std. Deviation	Std. Error Mean
Organization Climate	Graduation	20	3.4737	.48973	.10951
	Master	30	3.4509	.41285	.07538

**INDEPENDENT SAMPLES TEST**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Organization Climate	Equal variances assumed	1.467	.232	.178	48	.860	.02281	.12842	-.23540	.28102
	Equal variances not assumed			.172	35.978	.865	.02281	.13294	-.24681	.29243

The level of significance is .232 which is greater than 0.05 so we accept the null hypothesis that shows there is no significant difference in the perception of Graduate and Post Graduate. Both have same perception regarding organization climate.

**LIMITATION**

1. This study was conducted in selected three banks which may not give the exact picture regarding organization climate.
2. Small sample size is also one of the limitations of the study.

**RECOMMENDATIONS**

Fowling steps are required for the improvement of organization climate in banks.

1. The management make sure proper and comfortable working environment for employees
2. The top management must encourage the team spirit of employees.
3. Management should treat all the employees on equitable basis. Favoritism system must be discouraged.
4. Appraisal and promotion must be done on the basis of merit.
5. The communication system between management and employees must be strong.
6. Management must introduce training programmed according to the needs of the employees
7. Few special reward systems must be introduced, for the increase of level of commitment of employees.

**CONCLUSIONS**

Organizational climate is important to organizational productivity. After analysis the whole study the researcher come to conclusion there is an average organization climate prevail in the banks and a lot of area which need to improve. The first study is conducted to know the overall organization climate prevail in the organization. The first study result shows lack of facilities, favoritism system, Centralized decision making process is big hurdle in the way of strong organization system. Second study is conducted to know the perceptual difference of employees. According to my result there is no perceptual difference of employees on the basis of gender, experience, qualification and department. This study also tells that there is no perceptual difference on the basis of gender, experience and qualification but there is an average climate prevails in banking sector and a lot areas need to improve like workplace environment that is not so much productive. There is some problem in management effectiveness. Rules and policies are not transfer in better way to lower management. Job commitment is low due to difference in work and reward. Mostly bankers switch their jobs when they got more remuneration. Bureaucracy behavior in recruitment of employees causes a barrier in better organization climate.

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