



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	A POLICY FRAMEWORK FOR MANAGING DIVERSITY IN THE DEPARTMENT OF THE PREMIER OF THE WESTERN CAPE PROVINCIAL GOVERNMENT DESMOND VAN DER WESTHUIZEN, DR. SHAUN PEKEUR & MOHAMED SAYEED BAYAT	1
2.	OPPORTUNITIES OF TOURISM SECTOR IN BANGLADESH MD. ZAHIR UDDIN ARIF, MD. NAZRUL ISLAM & MD. SHAFIQU L ISLAM	10
3.	AN EMPIRICAL BIVARIATE CASE STUDY ON ASSOCIATIONS BETWEEN SELECT FACTORS CONCERNING POST GRADUATE STUDENTS AND THEIR ACADEMIC PERFORMANCE NIRAJ MISHRA & PREETI SHRIVASTAVA	18
4.	A STUDY ON THE RELATIONSHIP BETWEEN CORPORATE FINANCIAL PERFORMANCE AND CORPORATE SOCIAL RESPONSIBILITY (CSR) ALIYAR MOHAMED SHEHAM & DR. ATHAMBAWA JAHFER	25
5.	FACTORS RELATED TO THE PERFORMANCE OF LOW COST ELECTRONIC PRODUCTS IN BANGLADESH MD. RIFAYAT ISLAM	32
6.	EMPLOYEE SATISFACTION: A CASE STUDY OF A LEADING MULTINATIONAL TELECOMMUNICATION COMPANY IN BANGLADESH DR. TAIMUR SHARIF & SELINA AKTER	36
7.	EFFECT OF FAMILY CONTROL AND INTERNAL AUDITOR ON ACCURAL ITEMS OF OPERATIONAL ACCOUNTING (GIULI AND HIN CCONSERVATIVE MODEL) MOHAMADREZA ABDOLI	45
8.	THE EFFECT OF INTELLECTUAL CAPITAL ON THE ORGANIZATIONAL PERFORMANCE DR. AMIR HOSSEIN AMIRKHANI, SAYD MEHDI VEISEH, MEYSAM ERTEGHAEI & HAMIDEH SHEKARI	49
9.	TEACHER STRESS: THE SOURCES OF TEACHER STRESS AND THEIR CONSEQUENCES RABIA MUSHTAQ	54
10.	RETAILING IN INDIA: OPPORTUNITIES & CHALLENGES ANIL KUMAR .S. HAGARGI & DR. RAJNALKAR LAXMAN	60
11.	GROWTH AND SUSTAINABILITY OF INDIAN BANKING SECTOR DR. M. L. GUPTA & DR. REKHA GARG	64
12.	A STUDY ON LOCUS OF CONTROL OF EMPLOYEES IN TEXTILE COMPANIES AT SALEM DISTRICT, TAMILNADU M. GURUSAMY, A. VELSAMY & DR. N. RAJASEKAR	67
13.	ORGANIZATIONAL EFFECTIVENESS AND SERVICE EFFICIENCY: A COMPARATIVE STUDY SELECT INDIAN BANKS DR. ASHOK AIMA & NAVEEDA SEHER	73
14.	EMPLOYEE WELFARE ACTIVITIES WITH RESPECTIVE MEASURES IN INDUSTRIAL SECTOR - A STUDY ON INDUSTRIAL CLUSTER AT CHITTOR DISTRICT DR. P. VENUGOPAL, T. BHASKAR & P. USHA	78
15.	MOTIVATORS AND INHIBITORS OF ONLINE SHOPPING IN HYDERABAD MOHD LAYAQ AHAMAD & SHAIKH MOHD ZAFAR	84
16.	A STUDY ABOUT HEALTH PROBLEMS OF EMPLOYEES WORKING IN IT AND ITES INDUSTRY IN THE ASPECTS OF ERGONOMICS DR. C. S. RAMANI GOPAL & DR. G. PALANIAPPAN	88
17.	A STUDY ON THE USAGE OF KNOWLEDGE MANAGEMENT PRACTICE IN AVASARALA TECHNOLOGIES LIMITED (ATL) A. MANI MARAN, S. SUNDARAMURTHY REDDY & P. SELVA KUMAR	94
18.	OUTSOURCING OF HR SERVICES AT ITC MAURYA SHERATON HOTEL & TOWERS RISHI DOGRA & COL K. S. MADAAN	101
19.	ANALYTICAL STUDY OF ICT SERVICES AND SKILLS IN THE MODERN EDUCATION SYSTEM DHANANJAY MANDLIK, MADHUWANTI SATHE & DR. PARAG KALKAR	106
20.	A COMPARATIVE STUDY OF ORGANISATIONAL CLIMATE: INDIAN MULTINATIONAL COMPANIES IT EXECUTIVES VS. FOREIGN MULTINATIONALS COMPANIES IT EXECUTIVES ANURAG SINGH	110
21.	FAMILY VS. WORK CONFLICT AMONG WORKING WOMEN IN INDIA WITH SPECIAL REFERENCE TO IT, EDUCATION AND BANKING SECTOR A. VANITHA & DR. S. MEENAKUMARI	113
22.	BANKING PROFESSIONALS AND ATTITUDINAL DIMENSION OF JOB SATISFACTION: A DESCRIPTIVE STUDY S.M. SHARIQ ABBAS	119
23.	USE OF ICT IN LEARNING OF ENGLISH PRONUNCIATION, GRAMMAR AND VOCABULARY OF SECONDARY SCHOOL STUDENTS RANJIT SINGH	125
24.	MANAGING CONFLICT THROUGH CONFRONTATION: AN OD INTERVENTION DR. ARPITA SARANGI	131
25.	SPONSORSHIP IN CULTURAL AFFAIRS: A NEW ARENA TRINANKUR DEY	135
	REQUEST FOR FEEDBACK	138

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at: [Ulrich's Periodicals Directory](#) ©, ProQuest, U.S.A., [Index Copernicus Publishers Panel](#), Poland, [Open J-Gate](#), India

as well as in [Cabell's Directories of Publishing Opportunities](#), U.S.A.

Circulated all over the world & Google has verified that scholars of more than Hundred & Fifteen countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

www.ijrcm.org.in

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

Ex. State Minister for Home & Tourism, Government of Haryana
Vice-President, Dadri Education Society, Charkhi Dadri
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

AMITA

Faculty, E.C.C., Safidon, Jind

ADVISORS

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

CO-EDITOR

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

EDITORIAL ADVISORY BOARD

DR. AMBIKA ZUTSHI

Faculty, School of Management & Marketing, Deakin University, Australia

DR. VIVEK NATRAJAN

Faculty, Lomar University, U.S.A.

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. KULBHUSHAN CHANDEL

Reader, Himachal Pradesh University, Shimla

DR. TEJINDER SHARMA

Reader, Kurukshetra University, Kurukshetra

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Government F. G. College Chitgappa, Bidar, Karnataka

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

ASSOCIATE EDITORS**PROF. NAWAB ALI KHAN**

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. A. SURYANARAYANA

Department of Business Management, Osmania University, Hyderabad

DR. ASHOK KUMAR

Head, Department of Electronics, D. A. V. College (Lahore), Ambala City

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

DR. V. SELVAM

Divisional Leader – Commerce SSL, VIT University, Vellore

DR. PARDEEP AHLAWAT

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

S. TABASSUM SULTANA

Asst. Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

SURJEET SINGH

Asst. Professor, Department of Computer Science, G. M. N. (P.G.) College, Ambala Cantt.

TECHNICAL ADVISOR**AMITA**

Faculty, E.C.C., Safidon, Jind

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

FINANCIAL ADVISORS**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT**SURENDER KUMAR POONIA**

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Business Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses: infoijrcm@gmail.com or info@ijrcm.org.in.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. COVERING LETTER FOR SUBMISSION:

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Computer/IT/Finance/Marketing/HRM/General Management/other, please specify).

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for possible publication in your journal.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

I affirm that all author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if our/my manuscript is accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution to any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

2. **INTRODUCTION:** Manuscript must be in British English prepared on a standard A4 size paper setting. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of the every page.
3. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.
4. **AUTHOR NAME(S) & AFFILIATIONS:** The author (s) full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address should be in italic & 11-point Calibri Font. It must be centered underneath the title.
5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para.
6. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should be in a 8 point Calibri Font, single spaced and justified.
10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and titles must be above the tables/figures. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. It must be single spaced, and at the end of the manuscript. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITE

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on July 05, 2011 <http://epw.in/user/viewabstract.jsp>

A COMPARATIVE STUDY OF ORGANISATIONAL CLIMATE: INDIAN MULTINATIONAL COMPANIES IT EXECUTIVES VS. FOREIGN MULTINATIONALS COMPANIES IT EXECUTIVES

ANURAG SINGH
ASST. PROFESSOR
SCHOOL OF BUSINESS
INDUS INTERNATIONAL UNIVERSITY
UNA

ABSTRACT

Recent decade is been the decade of information technology, every walk of our life is related to IT and also more or less every country is depend upon IT companies for its economic development but at the same time IT companies has been suffered from many human Resource issues, organizational climate is one of them, organizational climate is recognized as a common belief of its member towards the organisation on related dimensions, here researcher has assessed the organizational climate of two different kinds of group of IT companies i.e. Indian multinational IT companies and Foreign multinational IT companies, researcher found that two group have good organizational climate level but result also indicate that Indian multinational IT companies executives have good organizational climate level in comparison of foreign multinational IT companies.

KEYWORDS

Indian Multinational IT companies, Foreign Multinational IT companies, Organizational climate.

INTRODUCTION

Information Technology (IT) plays an imperative role in almost every walk of our lives. The world today has become one global village due to the widespread use of Information Technology. It has revolutionized the way businesses are conducted today by the government and private alike. The government and business have become so reliant on IT that it is hard to imagine how they would function without it. It has become an ever increasing resource with which organizations have created and sustained their competitive advantages. The IT sector basically consists of software and services, Information Technology Enabled Services (ITES) and the hardware segments. All these three have jointly contributed expansively towards the development and growth of all the countries in the world. Out of these, the software and services industry itself is a trillion dollar industry contributing tremendously towards the growth of the world economy. It has not only helped in generating large scale employment in number of countries but has also helped a number of developing nations to take a step forward towards developed nations.

But Organizational climate become a great matter of concern among the IT companies all over the world which create lots of human resources problems, executives intension to leave the organisation is one of them, Resulted that, loss of talent as well as money of IT companies.

REVIEW LITERATURE

As Organizational climate is one of the most important concept to enter into the theory of organization in this century(Guion,1973).the intensive research as well as debates on its conceptualization and assessment during the last three and half decades seems to have helped to develop organizational climate as a mature concept in management. the concept has also proved useful in predicting and explaining a variety of job related behaviors, attitude and performance as well as organizational performance on a number of dimensions(Kazka & Kirk,1968, Lawler,et,al.1974).

Kausik Kundu(2007) review study on conceptual framework of organizational climate found that aggregate perceptions of the characteristics of the organizations. Organizational and Psychological Climates have been differentiated substantially in terms of the various dimensions. The concept of strategic context of Collective Climate may best represent Organizational Climate.

Jain Mathew. et al (2011) study on organizational climate of information technology industry in India, result indicate that significant difference among small scale, large scale and multinational IT companies with respect to organizational climate. it was found that the Indian Large scale IT companies have a better organizational climate than the Small scale and multinational IT companies. The study also shows a significant difference on support system for female employees, married employees and employees with more experience, compared to male employees, unmarried employees and employees with less experience. So the managements should initiate a strong support system for the female employees, married employees as well as the senior employees. The female employees have low conflict resolution compared to male employees.

Suvimon Punto(2009) study on organizational climate in information technology industry indicate that. The organizational climate in IT companies It is found that the demographic variables like education, age, salary and experience for all level executives in the IT sector organizations are satisfactory and especially the experience of the employees force the executives to practice HRD to avoid unnecessary impediments to developmental activities. The top-level executives are very much enthusiastic in implementing the HRD elements, management policy in favor of HRD, performance appraisal and organizational development for the smooth conduct of organization. Organizational climate in IT organizations forces the Top-level executives to implement HRD in the organization to accrue the benefits in the form of individual efficiency, organizational efficiency, productivity and environmental change. Optimistic organizational climatic conditions are yet to be implemented in its true sense, it is introduced simultaneously with organizational development, so new innovative methods must be used to add more weight age to organizational climate. As far as career planning is concerned the executives and staff are not adequately satisfied, but the degree of measure of satisfaction in career planning is found in the organization.

As indicated through different review literature this is evident that many of researcher try to take IT companies as a whole not categorized or not differentiated into Indian multinational IT companies and foreign multinational IT companies, but here researcher try to find out the organizational climate through two different group on basis of their parent country.

OBJECTIVES OF THE STUDY

- 1- To assess level of organizational climate among the executives in Indian multinationals IT companies.
- 2- To assess level of organizational climate among the executives in foreign multinational IT companies.
- 3- To comparison between levels of organizational climate among executives of Indian multinationals IT companies and foreign multinational IT companies.

RESEARCH DESIGN

Present study has three objectives. The study is descriptive as well as quantitative in nature. Different variables of organizational climate was measured through Range of score, Mean score, Standard Deviation and Independent t test of Both group of IT executives.

VARIABLES OF THE STUDY

Organisational climate

TOOLS USED- IN THE PRESENT STUDY ORGANISATIONAL CLIMATE SCALE WERE USED FOR THE COLLECTION OF DATA

ORGANIZATIONAL CLIMATE SCALE

The organizational climate scale was constructed and standardized originally by TV Rao & E. Abraham. The adapted and standardized organizational climate scale consists of 99 items to be responded on a five-point scale. The questionnaire has five point scale ranging from strongly disagree to strongly agree. The score for strongly disagree is 1, disagree is 2, neutral is 3, agree is 4 and strongly agree is 5.

Scoring of organizational climate scale is on a five point scale from 1 to 5 for the positive. Response of strongly disagree is 1, Disagree is 2, Neutral is 3, Agree is 4, strongly Agree scoring is 5. The organizational questionnaire has sixteen dimensions and are presented in the following table:

TABLE 1: DIMENSION WISE DISTRIBUTION OF ITEMS OF ORGANIZATIONAL CLIMATE SCALE

Sl. No.	Dimension	Numbers of items
1	Orientation	11
2	Quality of work life	8
3	Leadership	7
4	Management of change	4
5	Empowerment	5
6	Problem solving and decision making	8
7	Conflict management	5
8	Creativity and innovation	6
9	Communication	5
10	Image	4
11	Customer service	5
12	Role efficacy	6
13	Goal setting, appraisal and counseling	10
14	Career planning	5
15	Training	5
16	Rewards	5

NORMS FOR JUDGING LEVEL OF ORGANISATIONAL CLIMATE

On the basis of mean score of above scale for the purpose of study, the researcher create a formula for judging level of organizational climate among IT executives, which are following

MEAN SCORE –

- (1) **99 and below** – exceptionally poor organizational climate
- (2) **Above 99 to 198** – Poor organizational climate
- (3) **Above 198 to 297** – Average organizational climate
- (4) **Above 297 to 396** – Good level of organizational climate
- (5) **Above 396 to 495** – exceptionally good level of organizational climate

POPULATION

The population for the present study is basically the group of IT Executives of Indian multinational companies and foreign multinational companies working in different departments ranging from top to bottom level in Information Technology Industries of the Northern India.

SAMPLE

From the population of executives of various IT industries of Northern India situated in Gurgaon (Haryana), a sample was selected and data was collected. Gurgaon was selected as many foreign multinational as well as Indian IT industries have opened up their offices in Gurgaon. Further, the method adopted for selection of sample was convenient sampling method. After selection of Three Indian IT companies and five Foreign IT companies out of eight big IT industry random sampling method was used to collect data from different departments. A total of 450 questionnaires were distributed for the data collection. 170 questionnaires from group of Indian IT Companies executives and 242 questionnaires from group of Foreign Multinational IT companies out of 412 questionnaires were returned. 402 questionnaires were considered for the data analysis as rests of the questionnaires were incomplete.

HYPOTHESES

H₀: There is no significant difference between in the Indian multinational IT executives and Foreign multinational IT executives with respect to Organisational climate.

FINDINGS

The data collected have been analyzed by using t test by using SPSS 11.0 software and the results obtained thereby have been interpreted. The results obtained through analysis of the data are presented in table 2.

TABLE -2: INDIAN MULTINATIONAL IT COMPANIES & FOREIGN MULTINATIONAL IT COMPANIES: RANGE OF SCORE, MEAN SCORE, STANDARD DEVIATION, T VALUE

Variables of organizational climate	Range of Score	Indian Multinational IT companies(N=160)		Foreign Multinational IT companies(N=242)		t values
		Mean	SD	Mean	SD	
Orientation	11-55	38.15	7.18	34.19	3.09	7.573**
Quality of work life	8-40	29.72	6.61	25.98	4.23	6.914**
Leadership	7-35	25.11	5.16	20.38	2.73	11.949**
Management of change	4-20	14.77	2.33	11.73	2.11	13.565**
Empowerment	5-25	17.79	2.84	14.19	1.61	16.137**
Problem solving & decision making	8-40	27.11	4.80	23.74	3.66	7.977**
Conflict management	5-25	16.54	3.48	14.19	1.40	9.424**
Creativity & innovation	6-30	21.83	5.71	19.45	2.15	5.889**
Communication	5-25	17.61	3.33	16.51	2.39	3.848**
Image	4-20	15.16	2.22	12.42	2.08	12.527**
Customer Service	5-25	18.04	3.59	14.02	2.96	12.235**
Role efficacy	6-30	21.33	3.70	19.07	2.48	7.350**
Goal setting appraisal & counseling	10-50	37.61	3.96	31.88	3.29	15.742**
Career planning	5-25	14.38	4.08	15.96	2.00	5.155**
Training	5-25	17.63	2.80	15.23	2.29	9.376**
Reward	5-25	18.22	3.34	16.40	3.22	5.472**
Overall	99-495	351.38	51.15	306.21	23.59	11.950**

**P<0.01, *P<0.05

1-Level of organizational climate among the executives of Indian IT companies

From the table 2 it can be concluded that overall mean score 351.38 with SD 51.15 was found of organizational climate which laid down on category of good organizational climate level.

2- Level of organizational climate among the executives of foreign multinational IT companies

From the table 2 it can also be concluded that overall mean score 306.21 with SD 23.59 was found of organizational climate which also laid down on category of good organizational climate level.

3-Comparison between level of organizational climate among executives of Indian multinationals IT companies and foreign multinational IT companies

Table -2 shows that there was significant t value 11.950($P < 0.01$) found. It mean that there is clear differences between the level of organizational climate in Indian multinational IT executive and Foreign multinational IT companies and also found that all sixteen dimensions shows clear difference.

In order of level of organizational climate it is found that Indian multinational mean score 351.38 with SD 51.15 and foreign multinational mean score 306.21 with SD 23.59, it indicate that Indian multinational IT companies executives have good organizational climate in comparison of foreign multinational IT companies. Reason may be in its different leadership approach of their management.

CONCLUSION & SUGGESTION

Foreign multinational IT organisation have good organizational climate as well as Indian multinational but result also indicate that Indian multinational IT companies have a greater organizational climate than foreign multinational IT companies, reason may be different, like leadership approach of Indian multinational IT companies which is conducive for Indian executives rather than leadership approach of foreigner leaders, so foreign multinational IT company should follow the leadership approach on the basis their working area's culture and at the same time should provide better empowerment, strong communication channel and proper target setting to their executives this should be possible through proper HR system redesign and accordance with basic culture of their working base or country.

REFERENCES

1. Guion, R.M. (1973). A note on organizational climate, *Organizational Behaviour and Human Performance*, 9, 120-125.
2. Kazka, E & Kirk, R. (1968). Managerial climate, work groups and organizational performance. *Administrative Science Quarterly*, 12, 253-272.
3. Lawler, E.E., Hall, D.T. & Oldham, G.R. (1974). Organizational Climate: Relationship to organizational structure, process and performance, *Organizational Behaviour and to organizational structure, process and performance*
4. Kausik, Kundu (2007), Review Study conceptual framework of organizational climate. Vidya Sagar University, *Journal of commerce*, Vol- 12.
5. Suvion, Punto (2009). study on organizational climate in IT industry. International conference on the Role of universities in hand on education, Rajamangala University of Technology, Lanna, Chiang- Mai, Thailand.
6. Jain Mathew (2011). An Empirical Study on organizational climate of information technology Industry in India, *World Journal of social sciences* Vol-1, No- 3.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, IT and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. **infoijrcm@gmail.com** or **info@ijrcm.org.in** for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail **infoijrcm@gmail.com**.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator