

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	THE INTERMEDIATE COMMUNITY: A BEHAVIORAL/BARGAINING APPROACH FOR CONFLICT RESOLUTION AT THE LOCAL LEVEL/BAYESIAN ANALYSIS <i>DR. LEONIDAS A. PAKONSTANTINIDIS</i>	1
2.	IMPACT OF NEW REFORM ON PRODUCTIVITY OF ETHIOPIAN COTTON TEXTILE INDUSTRY <i>DR. BREHANU BORJI AYALEW</i>	7
3.	SIGNIFICANCE OF TOTAL QUALITY MANAGEMENT IN ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL ANALYSIS FROM SMES SECTOR <i>FAROOQ ANWAR, IRFAN SALEEM &amp; AYESHA ZAHID</i>	13
4.	INDEPENDENCE AND IMPARTIALITY OF AUDITORS FROM THE VIEWPOINTS OF INDEPENDENT AUDITORS AND INVESTMENT COMPANIES <i>MOHAMADREZA ABDOLI</i>	17
5.	COMPARATIVE ANALYSIS OF SELECTED HOUSING FINANCE COMPANIES IN INDIA <i>DR. D. GURUSWAMY</i>	20
6.	MUNICIPAL SERVICE QUALITY IN SOUTHERN THAILAND: AN EMPIRICAL INVESTIGATION OF CUSTOMER PERCEPTIONS <i>SAFIEK MOKHLIS</i>	30
7.	THE IMPERATIVES OF LEADERSHIP QUESTION IN MEDIA MANAGEMENT <i>BELLO SEMIU &amp; KASALI TAOFEK</i>	36
8.	PERCEIVED PURCHASE RISK IN THE TECHNOLOGICAL GOODS PURCHASE CONTEXT: AN INSTRUMENT DEVELOPMENT AND VALIDATION <i>IMAM SALEHUDIN</i>	41
9.	STUDY ON TRADITIONAL VERSUS CONTINUOUS ACCREDITATION PROCESS & EXPLORING LEADERSHIP DISPARITY <i>HARINI METHUKU &amp; HATIM R HUSSEIN</i>	49
10.	VOLATILITY OF AGGREGATE MARKET INDICES <i>NALINA K B &amp; B SHIVARAJ</i>	56
11.	STUDENT FEED BACK: A TOOL TO ENHANCE QUALITY IN ENGINEERING EDUCATION <i>VEERANNA.D.K &amp; DR. ANAND.K.JOSHI</i>	63
12.	JOB SCHEDULING OF NURSE STAFFING: A DYNAMIC PROGRAMMING APPROACH <i>KAVITHA KOPPULA &amp; DR. LEWLYN L. RAJ RODRIGUES</i>	66
13.	INFLUENCE OF PERSONAL FACTORS ON ORGANISATIONAL CLIMATE IN IT COMPANIES <i>R. DARWIN JOSEPH &amp; DR. N. PANCHANATHAN</i>	70
14.	ANALYSIS OF CUSTOMER SATISFACTION OF THE HOTEL INDUSTRY IN INDIA USING KANO MODEL & QFD <i>PARUL GUPTA &amp; R. K. SRIVASTAVA</i>	74
15.	BEHAVIOUR OF STOCK MARKET VOLATILITY IN DEVELOPING COUNTRIES <i>DR. S. S. CHAHAL &amp; SUMAN</i>	82
16.	FINANCIAL DERIVATIVES IN INDIA: DEVELOPMENT PATTERN AND TRADING IMPACT ON THE VOLATILITY OF NSE <i>E.V.P.A.S.PALLAVI &amp; DR. P. S. RAVINDRA</i>	89
17.	CHANGING FACE OF CAR MARKET: A REVIEW OF MARKET GROWTH AND CHANGING SALES TRENDS IN INDIAN PASSENGER CAR MARKET <i>DEEPTHI SANKAR &amp; DR. ZAKKARIYA K.A.</i>	94
18.	PERFORMANCE APPRAISAL: ALIGNING PERSONAL ASPIRATIONS TO ORGANIZATIONAL GOALS (A SPECIAL REFERENCE TO DAIRY SECTOR IN RAJASTHAN) <i>DR. SHWETA TIWARI (MISHRA)</i>	99
19.	INDIA'S BANKING SECTOR REFORMS FROM THE PERSPECTIVE OF BANKING SYSTEM <i>RAJESH GARG &amp; ASHOK KUMAR</i>	103
20.	INFORMATION TECHNOLOGY AND COMMUNICATION IN BUSINESS <i>C. ARUL VENKADESH</i>	108
21.	IMPACT OF ORGANIZED RETAIL ON UNORGANIZED SECTOR: A STUDY IN JAMMU REGION <i>URVASHI GUPTA</i>	112
22.	ISLAMIC BANKING IN INDIA: RELIGIOUS AND SOCIO-ECONOMIC PERSPECTIVES AFFECTING MUSLIM INVESTORS OF AHMEDABAD DISTRICT IN GUJARAT <i>URVI AMIN</i>	116
23.	ICT DEVELOPMENT IN INDIA: A CASE STUDY OF INFOSYS LTD. <i>MUNISH KUMAR TIWARI</i>	122
24.	DATA WAREHOUSING AND TESTING <i>VENKATESH RAMASAMY &amp; ABINAYA MURUGANANDHAN</i>	130
25.	POLITICAL IMPACT OF MICRO FINANCE ON RURAL POOR IN ANDHRA PRADESH <i>DR. NANU LUNAVATH</i>	135
	REQUEST FOR FEEDBACK	151

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**INFLUENCE OF PERSONAL FACTORS ON ORGANISATIONAL CLIMATE IN IT COMPANIES****R. DARWIN JOSEPH****RESEARCH SCHOLAR, DRAVIDIAN UNIVERSITY, KUPPAM****PROFESSOR & HEAD****DEPARTMENT OF MANAGEMENT STUDIES****DMI COLLEGE OF ENGINEERING****PALANCHUR****DR. N. PANCHANATHAN****PROFESSOR & HEAD****DEPARTMENT OF BUSINESS ADMINISTRATION****ANNAMALAI UNIVERSITY****ANNAMALAINAGAR****ABSTRACT**

Organisations in the 21<sup>st</sup> century are facing more challenges than ever before. These challenges are not unique to any specific organisation or industry, but affect all organisations, regardless of their structure or size. Organisational climate in particular is constantly challenged by changes impacting organisations today. To survive and outdo their competitors, organisations are constantly seeking to improve their performance. The employees of IT companies have been selected by adopting random sampling and the data and information have been collected from 300 employees and pertain to the year 2011-2012. The foregoing analysis shows that about two-third of employee are males and more than one-third of employees belong to the age group of 36-40 years. One third of employees are B.E. graduates and half of the employees are programmers. Nearly one-third of employees belong to the monthly income group of Rs. 35001-40000 and the majority of employees have the working experience of 3.1.-5.0. The age is positively correlated with innovation and socio-emotional support and education is positively associated with decision making. The monthly income is positively associated with socio-emotional support and decision making and experience is positively correlated with role conflict, conflict management, innovation and organizational structure. The regression analysis shows that age, education and experience are positively, significantly influencing the total organizational climate. Hence, the effective organizations are increasingly realizing that of the varied factors that contribute to performance, the human element is clearly most critical. Regardless of the size or nature of an organisation, the activities it undertakes, and the environment in which operates, its success is determined by the decisions its employees make and the behaviour they engage. There is no one method in developing creative environment; rather, the choice of the correct principle or technique is contingent upon the combination of situations facing the employees. Policies produced by managers must be contingent upon the situation in which they will operate both its organisational aspects and the personal factors of the workforce.

**KEYWORDS**

Correlation, Organisational Climate, Personal Factors, Regression.

**INTRODUCTION**

Organisations in the 21<sup>st</sup> century are facing more challenges than ever before. These challenges are not unique to any specific organisation or industry, but affect all organisations, regardless of their structure or size. Organisational climate in particular is constantly challenged by changes impacting organisations today. If these changes are not managed appropriately by the organisation, they could result in a change in the behaviour and perception of individuals employed in the organisation, which could lead to, inter alia, decreased motivation and employee satisfaction, increased turnover and absenteeism and hence a decline in organisational performance. To survive and outdo their competitors, organisations are constantly seeking to improve their performance. Authors such as Brown and Leigh (1996) think that organisational climate is becoming more important than ever before because organisations need to ensure that those individuals who add value to the bottom line will want to stay in the organisation and will want to continue pouring their effort into their work to the benefit of the organisation.

With changing business trends through out the world, there are drastic changes in the business practices of companies. Since world has globalized, firms are not looking at local markets rather introducing themselves all over the world. As a result firms are not only competing locally but internationally as well. This changed competitive market/s has changed the ways firms operate. These changing trends have brought importance of some of the ignored or dormant business concerns. Human resource is one of those issues. Now firms consider their human resource as most valuable asset and the sole determinant of competitive advantage directly or indirectly.

Now companies assign special budgets to hire, train and retain their work force. Organizations spend huge amount on the human resource budgets. Managing human resource is not enough, but managing human resource with minimal cost is desire of the time. One way is to retain the work force as it will reduce the hiring cost, save the production disturbances and many more returns. But retention of work force is function of their satisfaction. Greater the level of satisfaction of employees more employees are willing to retain themselves at the present job. With this background, the present study was attempted to examine the influence of personal factors of employees on organisational climate of IT companies in Chennai.

**METHODOLOGY**

Among the different companies in Chennai, the IT companies in Chennai have been purposively selected for the present study. The employees of IT companies have been selected by adopting random sampling technique through pre-tested, structured questionnaire. A two part questionnaire was administered of which the first section relates to the personal factors and the second section contains the dimensions of organisational climate. The Likert five point scale (strongly agree to strongly disagree) was used to measure the organisational climate dimensions. The data and information have been collected from 300 employees of IT companies pertain to the year 2011-2012.

**STATISTICAL TECHNIQUES**

The frequency and percentage analyses were carried out to understand the personal factors of employees of IT companies. The correlation analysis has been carried out to examine the relationship between personal factors and organisational climate. In order to examine the influence of personal factors of employees on organisational climate, the multiple regression analysis has been employed.

## RESULTS AND DISCUSSION

### PERSONAL FACTORS OF EMPLOYEES

The personal factors of employees of IT companies were analyzed and the results are presented in **Table 1**. The results show that about 64.67 per cent of the employees are males and the rest of 35.33 per cent of the employees are female. The results also indicate that about 40.00 per cent of the employees belong to the age group of 36-40 years followed by 31-35 years (24.33 per cent), 25-30 years (23.00 per cent) and more than 40 years (12.67 per cent).

It is apparent that most of the employees (32.33 per cent) are B.E. graduates followed by both B.Tech and M.C.A.(15.67 per cent), M.E.(15.00 per cent), M.Sc(CS)(9.00 per cent), M.Tech(7.33 per cent) and M.B.A.(5.00 per cent) and about 51.00 per cent of the employees are programmers followed by developer(31.67 per cent), analyst(10.67 per cent) and tester(6.66 per cent).

From the results, it is clear that about 31.00 per cent of employees belong to the monthly income group of Rs. 35001-40000 followed by Rs. 30001-35000(26.67 per cent), Rs. 40001-45000(20.00 per cent), Rs. 25001-30000(18.33 per cent) and more than Rs. 45000(4.00 per cent) and about 40.67 per cent of employees have the working experience of 3.1.-5.0 years followed by 5.1.-7.0 years(34.33 per cent), less than three years(19.00 per cent) and more than seven years(6.00 per cent).

**TABLE – 1: PERSONAL FACTORS OF EMPLOYEES OF IT COMPANIES**

Personal Factors	Frequency	Per Cent
<b>Gender</b>		
Male	194	64.67
Female	106	35.33
<b>Age(Years)</b>		
25-30	69	23.00
31-35	73	24.33
36-40	120	40.00
>40	38	12.67
<b>Education</b>		
B.E.	97	32.33
B.Tech	47	15.67
M.E.	45	15.00
M.Tech	22	7.33
M.C.A.	47	15.67
M.Sc(CS)	27	9.00
M.B.A	15	5.00
<b>Designation</b>		
Analyst	32	10.67
Developer	95	31.67
Programmer	153	51.00
Tester	20	6.66
<b>Monthly Income(Rs)</b>		
25001-30000	55	18.33
30001-35000	80	26.67
35001-40000	93	31.00
40001-45000	60	20.00
>45000	12	4.00
<b>Experience(Years)</b>		
<3	57	19.00
3.1.-5.0	122	40.67
5.1-7.0	103	34.33
>7	18	6.00

### ORGANISATIONAL CLIMATE DIMENSIONS

The mean and standard deviation of dimensions of organisational climate is presented in **Table 2**.

**TABLE – 2: ORGANISATIONAL CLIMATE DIMENSIONS**

Dimensions	Mean	SD
Role Clarity	32.33	2.847
Innovation	31.38	2.447
Conflict Management	31.94	2.868
Socio-Emotional Support	31.73	2.341
Organisational Structure	32.28	2.138
Leadership	32.48	2.478
Decision Making	31.56	2.716
Communication	32.10	2.366
Interpersonal Relationship	31.11	2.561
Teamwork	32.52	2.471

The standard deviations of organisational climate dimensions are ranging from 2.138 to 2.847, suggesting that none of the dimensions are marked by excessive restrictions in range. The mean of the organisational dimensions lie between 31.11 for interpersonal relationship to 32.52 for teamwork. The role clarity has a mean score of 32.33, organisational structure and leadership have the means scores of 32.28 and 32.48 respectively and the mean score for communication is 32.10. The means score for innovation and decision making are 31.38 and 31.56 respectively. The mean scores for conflict management and socio-emotional supports are 31.94 and 31.73 respectively.

### RELATIONSHIP BETWEEN PERSONAL FACTORS AND ORGANIZATIONAL CLIMATE DIMENSIONS

The relationship between personal factors and organisational climate dimensions was examined through Pearson Correlation Coefficient and the results are presented in **Table 3**. The correlation matrix reveals that age is positively, significantly correlated with innovation and socio-emotional support at one per cent level of significance.



TABLE-3: RELATIONSHIP BETWEEN PERSONAL FACTORS AND ORGANISATIONAL CLIMATE DIMENSIONS

	AG	ED	MI	EX	RC	IN	CM	SE	OS	LE	DM	CO	IR	TW
AG	1.00													
ED	0.15**	1.00												
MI	0.39**	0.15**	1.00											
EX	0.58**	0.08	0.49**	1.00										
RC	0.03	-0.04	-0.05	0.22**	1.00									
IN	0.22**	-0.08	-0.09	0.09*	0.41**	1.00								
CM	-0.03	0.02	0.06	0.22**	0.30**	0.29**	1.00							
SE	0.23**	-0.04	0.11*	0.02	0.29**	0.21**	0.16**	1.00						
OS	-0.03	-0.03	-0.04	0.11*	0.21**	0.18**	0.31**	0.19**	1.00					
LE	0.02	-0.02	-0.19**	0.02	0.26**	0.25**	0.43**	0.28**	0.32**	1.00				
DM	0.01	0.14**	0.12*	0.04	0.25**	0.22**	0.32**	0.27**	0.29**	0.31**	1.00			
CO	-0.02	-0.16**	-0.15**	0.03	0.24**	0.28**	0.42**	0.22**	0.16**	0.39**	0.21**	1.00		
IR	0.05	-0.05	-0.12**	0.04	0.25**	0.17**	0.26**	0.13*	0.14*	0.31**	0.35**	0.27**	1.00	
TW	-0.02	-0.03	-0.09	0.03	0.22**	0.20**	0.27**	0.20**	0.24**	0.28**	0.31**	0.36**	0.28**	1.00

Note: \*\* indicates significance at one per cent level

\* indicates significance at five per cent level

AG=Age

ED=Education

MI=Monthly Income

EX=Experience

RC=Role Clarity

IN=Innovation

CM=Conflict Management

SE=Social-Emotional Support

OS=Organisational Structure

LE=Leadership

DM=Decision Making

CO=Communication

IR=Interpersonal Relationship

TW=Teamwork

The education is positively, significantly associated with decision making and is negatively significantly correlated with communication at one per cent level of significance. The monthly income is positively, significantly correlated with socio-emotional support and decision making at five per cent level of significance and it is negatively, significantly associated with leadership, communication and interpersonal relationship. The experience is positively, significantly associated with role conflict, and conflict management at one per cent level of significance and it is positively, significantly correlated with innovation and organisational structure at five per cent level of significance.

## RELATIONSHIP BETWEEN PERSONAL FACTORS AND TOTAL ORGANIZATIONAL CLIMATE

The relationship between personal factors and total organisational climate was studied by Pearson Correlation Coefficient and the results are presented in Table 4.

TABLE – 4: RELATIONSHIP BETWEEN PERSONAL FACTORS AND TOTAL ORGANISATIONAL CLIMATE

	Age	Education	Monthly Income	Experience
Total Organisational Climate	-0.04	0.12*	0.27**	0.16**

Note: \*\* indicates significance at one per cent level

\* indicates significance at five per cent level

The correlation matrix shows that monthly income and experience are positively, significantly correlated with total organisational climate at one per cent level of significance and education is also positively, significantly correlated with total organisational climate at five per cent level of significance.

## INFLUENCE OF PERSONAL FACTORS ON ORGANIZATIONAL CLIMATE

In order to examine the influence of personal factors on organization climate, the multiple regression model has been employed and the results are presented in Table 5. The results indicate that the coefficient of multiple determination ( $R^2$ ) is 0.47 showing the regression model is moderately fit. The adjusted  $R^2$  is 0.41. Indicating that the population effect size is moderate.

TABLE – 5: INFLUENCE OF PERSONAL FACTORS ON ORGANISATIONAL CLIMATE -MULTIPLE REGRESSION

Personal Factor	Regression Coefficients	t-value	Sig
Intercept	2.427**	11.392	.000
Age( $X_1$ )	.984**	3.964	.012
Education( $X_2$ )	.875**	3.762	.011
Designation( $X_3$ )	.429	1.114	.294
Monthly Income ( $X_4$ )	-.326	1.128	.319
Experience( $X_5$ )	.779**	3.692	.011
$R^2$	0.47		
Adjusted $R^2$	0.41		
F	1.689		0.02
N	300		

Dependent Variable= Total Organisational Climate

Note: \*\* Significance at one per cent level

The results show that age, education and experience are positively, significantly influencing the total organizational climate at one per cent level of significance in IT companies.

## CONCLUSION

The foregoing analysis shows that about two-third of employee are males and more than one-third of employees belong to the age group of 36-40 years. One third of employees are B.E. graduates and half of the employees are programmers. Nearly one-third of employees belong to the monthly income group of Rs. 35001-40000 and the majority of employees have the working experience of 3.1-.5.0. The age is positively correlated with innovation and socio-emotional support and education is positively associated with decision making. The monthly income is positively associated with socio-emotional support and decision making and experience is positively correlated with role conflict, conflict management, innovation and organizational structure.

The regression analysis shows that age, education and experience are positively, significantly influencing the total organizational climate. Hence, the effective organizations are increasingly realizing that of the varied factors that contribute to performance, the human element is clearly most critical. Regardless of the size or nature of an organisation, the activities it undertakes, and the environment in which operates, its success is determined by the decisions its employees make and the behaviour they engage. There is no one method in developing creative environment; rather, the choice of the correct principle or technique is contingent upon the combination of situations facing the employees. Policies produced by managers must be contingent upon the situation in which they will operate both its organisational aspects and the personal factors of the workforce.

The climate dimensions examined in this study lend themselves to easy analysis by administrators and employers; for example freedom (The independence in behaviour exerted by the people in the Organisation), Trust and Openness (The emotional safety in relationship), Debate (The occurrence of encounters and clashes between viewpoints, Ideas and different experience or knowledge) and Idea Time (The amount of time people use to elaborate ideas). If there are discrepancies in relative policies then policies can be revised or improved.

Specifically in attempting to build a positive creative climate, IT companies must consider not only the size, ownership and existing structures of the organisations, but must also consider the retention policies, training experience, length of service, education level and age of the employees (seniority of the workers). Policies based on organisational factors only may have no effect on improving the organisational climate, and may not make effective use of the organisation's resources. The most effective recommendations are: Greater importance of non-financial recognition and appreciation effective training needs, adjustments in work content and physical work environment. Management has to be aware of these age related changes and has to provide a work environment that recognizes and accommodates the unique needs and capabilities of all workers to keep them active and motivated.

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