

## **Influence of organizational Climate on Employee Commitment and Job Satisfaction at Tech mahindra.**

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### **ABSTRACT**

Human resource of an organization is considered as the most important variable which affects the effectiveness of an organization. It is the only resource which can use all other resources to achieve organizational objectives. Since it is an important resource the satisfaction of human resource is equally important. Organizational Climate is one of the factors affecting the satisfaction of the employees. This study focuses on impact of different dimensions of Organizational Climate on job satisfaction & employees' commitment. The objectives of this study are to find the relationship between Organizational Climate & job satisfaction as well as employees' commitment. To undertake this study a questionnaire was developed based on important Organization Climate dimensions such as rewards, warmth, support & commitment, structure, risk & conflict, standards career development & growth, other factors etc. .

(KEY WORDS- Organizational Climate, Job Satisfaction, Employees Commitment, Career Development)

### **INTRODUCTION**

An effective workforce & employee base is an asset for an organization as well as its integral part. Since organization & employees are mutually related, their success is interconnected. The success of the organization brings about welfare of the employees. This eventually leads to employee motivation, higher productivity, and the accomplishment of organizational goals. Organizations in the 21st century are facing more challenges than ever before. These challenges are not unique to any specific organizations or industry, but affect all organizations, regardless of their structure or size. Organizational Climate is constantly challenged by changes impacting organizations today (Nair, 2006). To survive and outdo their competitors, organizations are constantly

seeking to improve their performance. The concept of organizational climate was developed in the late 1930s by the social scientist, Lewin et al (1939). They used social climate term to describe subjective feelings or atmosphere they encountered in their studies of organizations. Since 1980s the concept of climate has seemed to have lost its appeals to organizational researchers (Isaksen et al, 1995). In its place organizational culture, which came from the field of anthropology, was introduced.

### **What is Organizational Climate?**

- The concept of Organizational Climate (also known as Corporate Climate).
- Organizational Climate refers to a set of measurable properties of the work environment that are supposed by the people who live and work in it and influence their behavior and motivation.
- According to Forehand and Glimer,” Climate consists of a set of characteristics that describe an organization, distinguish it from other organisations are relatively enduring overtime and influence the behavior of people in it”.
- Organization Climate is a unique way in which the people experience their work environment. One can understand the meaning of “climate "when one tries to seek the answer to the following questions:
  - How does it feel to work here?
  - How do individuals and employees feel while operating in this culture?
  - How do the management decisions affect the employees & their work?
  - What impact does leadership have on the employees?
  - When one studies these & such other questions, he/she is evaluating the organization climate

### **Factors Influencing Organizational Climate; -**

According to Litwin & Stringer organizational factors are affected by 6 factors:

1. Organizational Structure It deals with the superior subordinate relationship, formal & informal structures, span of management, rules & regulations etc.
2. Individual Responsibility Feeling of autonomy of being an own boss, authority, decision making power etc.

3. Rewards The rewards & incentives associated with job and with achievement of objectives.

4. Risk & Risk taking Involvement of risk & challenges in the work. How far the need of achievement is satisfied, (NACH).

5. Warmth & Support It deals with the feeling of co-operation, friendship & helpfulness in the Workplace.

6. Tolerance & Conflict It deals with the feeling that the organizational climate accommodates differing views.

#### IMPACTS OF ORGANIZATIONAL CLIMATE

Organizational Climate influences the performance of the employees to a great extent. In specific terms it affects the motivation level & job satisfactions of employees. Satisfaction & motivation in turn leads to the efficiency & performance of employees. Thus, organizational of employees. Thus, Organizational Climate & Efficiency of employees are directly related.

The Organizational Climate affects the employee's behavior in 4 different ways:

1. Constraint System
2. Evaluation of Self & Others
3. By Acting as a Stimuli
4. By helping the individual to form a perception

#### OBJECTIVES OF THE STUDY

1. To study the various organizational climate in the tech Mahindra
2. To examine the relationships between organizational climate and job satisfaction
3. To investigate the relationships between to organizational climate and employee commitment
4. To suggest the organizational if employee dissatisfaction and commitment is due to the organizational climate

**NEED FOR THE STUDY**

The principle hypothetical assumption of this study is based upon the fact that every organization is subjected to an Organizational Climate, which surrounds the total organization from different angles and what is primarily important refers to the internal setup and the Intra-Mural atmosphere. Besides, the element of job related stress is quiet prominent and apparent in every organizational scenario and precisely speaking, it needs to be managed in a planned way so as to carve out the best possible results. This study assumes that even in an organization like Tech Mahindra, the element of job related stress and the management of Organizational Climate, needs to be correlated.

**SCOPE OF THE STUDY**

Helping individuals to develop capabilities from within all four circles appears to provide them with domains of expertise for driving effective change that traditional structural-only models have lacked. The challenges in designing effective, non-coercive training processes for the inner circles are formidable. Yet the potential gains for effective change management appear great enough to warrant the development of suitable new practices.

It is important to acknowledge that there is likely to be no single, general model for organization change. These models are offered as conversation starters, or checklists for developing strategies for driving effective change in organizations by the people who will live and work in the organizations either anticipating change or in the middle of it already.

**HYPOTHESIS OF THE STUDY**

As a result, the literature review, the present study has adopted various hypothesis. They are as under:

H1: - There is a positive relationship between Organizational Climate & Employee commitment.

H2: - There is a positive relationship between Organizational Climate & Job Satisfaction.

H3: There is a positive relationship between Organizational Climate & Job Performance.

**METHODOLOGY**

The study is about the organizational climatic condition and the work organization culture in the Tech Mahindra Company Limited. The study is done on the basis of both primary and secondary data bases collected from the organization.

**Primary Data Sources:**

- Help of the questionnaire from non-executives.
- Informal talk with the executive personnel.
- Informal talk with the employees of the organization.

**Secondary Data Sources:**

- Induction Booklet regarding the information of the organization.
- Information from the organizations website.

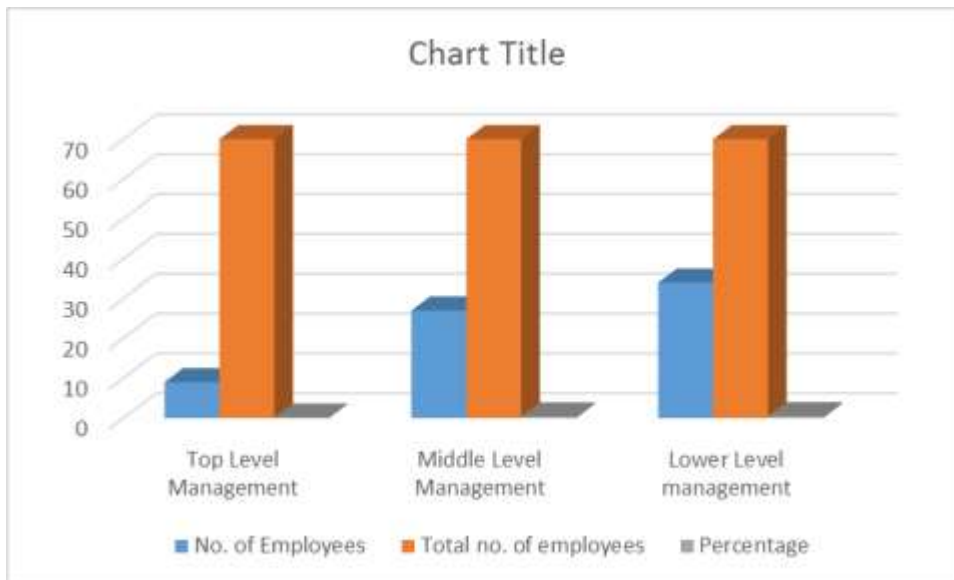
**IMITATIONS**

- Employees are hesitant to speak about the organization, as they feel that this would hamper the image of their organization. They think it will hamper the image of the company. This shows their loyalty towards their company but it prevents them from giving the true picture and hence affecting the outcome.
- Some of the employees were not willing to respond to the questions of the survey as they believe that it would be of no use to them.
- Some of the responses which we received, we found were filled with biasness.

Despite these limitations, the study was conducted and the compilation in this project would prove the hypothesis with which we have proceeded.

**ANALYSIS & INTERPRETATION OF THE STUDY****Analysis of question no.2:****Designation /Management Level.**

	<b>Top Level Management</b>	<b>Middle Level Management</b>	<b>Lower Level management</b>
<b>No. of Employees</b>	9	27	34
<b>Total no. of employees</b>	70	70	70
<b>Percentage</b>	12.8%	38.6%	48.6%

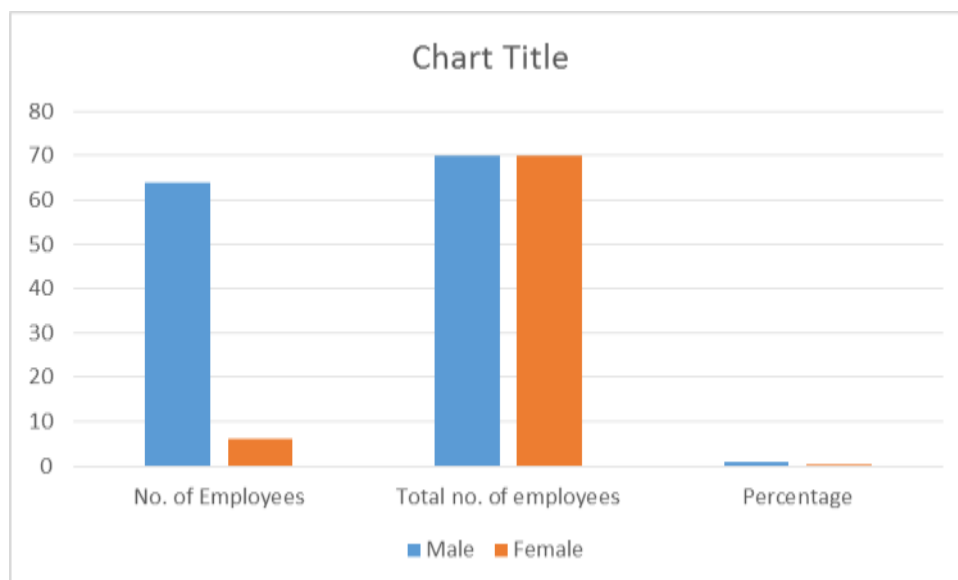


INTERPRETATION: The first area of analysis which concerns my study relate to the designation criteria and obviously displays its relationship with the management level. My responses in terms of respondents falling under the top management amount 9(12.8%), middle level amounting to 27(38.6%) and bottom level amounting to 34(48.6%). This means that the majority of my respondents who were investigated for their opinion on organization climate changes fell under the bottom level management and the minimum being under the category of top management. This entire picture could be depicted through the following bar diagram

## 2. Analysis of question no.4:

### Gender.

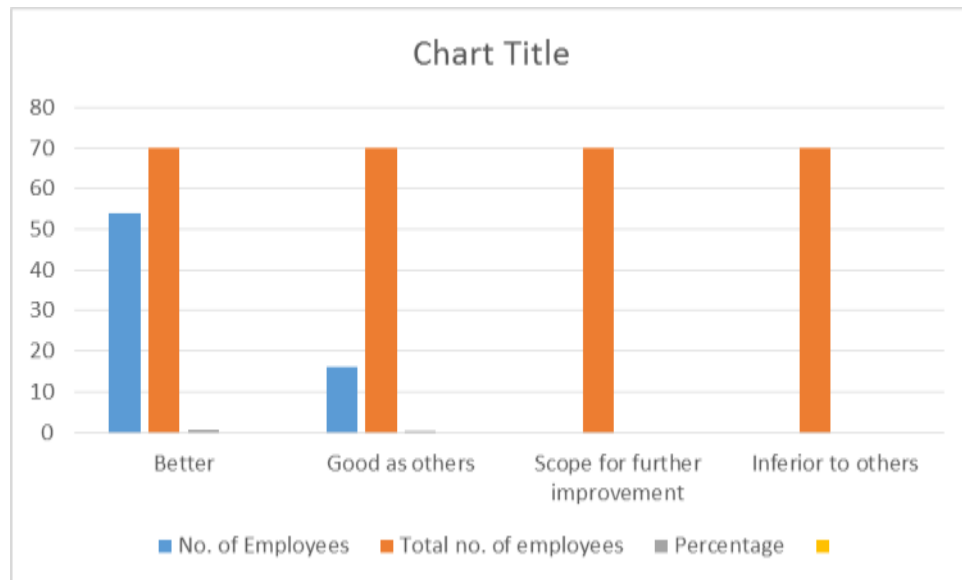
	Male	Female
<b>No. of Employees</b>	64	6
<b>Total no. of employees</b>	70	70
<b>Percentage</b>	91.4%	8.6%



**INTERPRETATION :** In the fourth question, we have assessed about the no. of male and female employees working in Tech Mahindra Ltd. The above frequency table shows that the percentage of male employees, i.e. 91.4% is 10 times more than that of female employees which is only 8.6%. The above configuration can be shown through following visual expression

Rating the Organization.

	Better	Good as others	Scope for further improvement	Inferior to others
No. of Employees	54	16	0	0
Total no. of employees	70	70	70	70
Percentage	77.1%	22.9%	0%	0%



**INTERPRETATION :** In question no. 14, we have assessed that how the respondents feel and rate this organization and we get mostly biased answers. As no one wants to complain about the organization they are working in, 54 out of 70 respondents said their organization is better than other organizations and 16 said it is as good as others. This is a very expected response and therefore no one complaint about it or said it is inferior to others. This could be very clearly depicted by the following Pie-chart:-

### CONCLUSION

While interviewing with different employees and customers of during my Summer-Training Period, they gave me valuable suggestions to change various things in Tech Mahindra Company in order to make it a more competent organization. It is agreed that the employees in this organization are fully satisfied and majority of them are happy working within the organization. Sometimes the work load make them stressed but the infrastructure facilities are well enough to help them out with their stress and working conditions. It is through analysis of the details available and feedback of the employees that one comes to the conclusion that there are certain factors like inter-personnel relationships, working conditions, technological changes, policy changes and other changes from outside the organization which leads to change in the organizations climatic conditions.



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