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A study on organizational climate metropolitan transport corporation (Chennai) limited

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Abstract--The term organizational climate “it is the distinctive work environment that influences the behaviour of the individuals employed in an organization”. It is a set of measurable properties of the work environment perceived directly or indirectly by the people who live and work in the environment and assumed to influence their motivation and behaviour. Organizational climate within an organization refers to how organizational environments are perceived and interpreted by its employees. It is to survive and continue to play a vital role in the promotion of cognitive, affective and practical competence in individuals and ensure the preservation of our cultural values. It is important that the teachers who are responsible for helping the students to acquire the knowledge, skills and practical orientations essential for self as well as for national development, be effectively motivated. This study discusses and analyses various components of organization climate of employees working in MTC-Chennai.

Keywords--organizational climate, employees, transport corporation, environment, working condition,

Introduction

The term “Climate” in a natural sense refers to the condition of the weather at a place over a period of years, which is exhibited by temperature, velocity of wind and precipitation. The concept “Organisational Climate” is also explained as the perceptions that employees share about what is important in an organisation obtained through their experiences on the job and their perceptions of the kind of behaviour the management expects and supports. Organisational climate consists

of a set of characteristics that describes an organisation and distinguishes it from other organisations. A set of attributes to a particular organisation may be induced from the behaviour and attitude in which the organisation deals with its members. Individual perception of organisational properties and organisational factors is the major determinant of climate in an organisation.

Statement of Problem

In spite of their importance, they are not accorded the recognition they deserve. The climate in an organization reflects the type of people who compose the organization, the work processes, means of communication and the exercise of authority within the individual organization. The human being strives to seek satisfaction in every aspect of the working life. There are many ways to seek satisfaction by an individual in general but it is complex to measure accurately the level of organisational climate perceived by employee particularly in MTC Chennai whenever a research study the goal clarity and acceptance, working conditions, recognition and satisfaction, job importance challenge and variety, participation and commitment, Promotion and reason for joining the trade unions perception of basic job requisites work tasks are the major factors to judge the organisational climate. It is important for every corporation to care about the employee's organisational climate through these factors. Whenever, a slackness in any of the above mentioned factors it directly affects the individual employee and that will affect in the form of demoralization and disappointment. In this research an attempt was made to assert that to what extent the top management of MTC Chennai has been taken care of the employee's welfare and to analyze the extent of motivation practice to make a friendly approach with the employees. The other aspects such as hygienic issues which lead to dissatisfaction especially strict implementation of rules and regulations, narrow span of supervision, over work load, which creates not conducive work environment.

Objectives of the Study

The research work carries following objectives:

1. To study the profile of MTC and the study District.
2. To identify the different dimensions of Organisational climate prevailing in MTC.

Review of Previous Study

This section of the study presents the review of literature of past studies on the research problem selected by the researcher. Such a review would facilitate in getting a comprehensive knowledge of the problems studied earlier and will enable the researcher to perceive, understand, adopt, modify and formulate an improved conceptual frame work for use in the current study with a view to draw meaningful and useful conclusions.

S. Asha (2008) "studied the relationship between organisational climate and employee health. Six motives of organisational climate and two employee health dimensions were measured on 69 employees in private companies, using MAO-C

and Cornell Medical Index Health Questionnaire. Correlational analysis between climate motives and employee health dimensions had revealed that dependency climate and emotional distress are positively correlated”.

Agarwal,O.P (2001) “Towards a National Urban Transport Policy” in this article, “All developing Countries are facing rapid urbanization and India is no exception. Unfortunately, such urbanization has been accompanied by an even faster growth in the number of motor vehicles on Indian roads, manifesting itself in the form of severe congestion and air pollution. Piecemeal efforts can only have a very limited impact. It is in the above background that this paper seeks to suggest a comprehensive framework of mitigation strategies that should form a part of an Urban Transport Policy for India.

Ashish Misra (2003) “Operational Strategies in STUs – A Marketing Approach” in this article, “The State Transport Undertakings (STUs) in the country have been operating their services in a monopolistic environment all these years. This has led to a sense of complacency in the way these organizations function. In the current environment, the passenger has a choice of modes and is willing to shift his loyalty”.

Research Methodology

Sources of Data The present study is based on both primary and secondary data were used. For collecting the primary data using well-structured questionnaire was designed to elicit necessary data and details from the drivers, conductors, technical, Administrative and others employees of MTC Chennai. The secondary data were collected from the books, journals, web portal, the well-equipped libraries, records etc.,

Selection of sampling

MTC Chennai was purposively selected on familiarity and it had unique performance in fleet utilization, Kilometer per litre (KPL) and man power productivity. The Proportionate Stratified Sampling Method was used to select the respondents in MTC Chennai. This sampling involved in drawing sample from each stratum in proportion to the latter’s share in the total employees. 4 percent of each category of employees namely Drivers, Conductors, Technical staff members, Administration staff members and others staff members were selected for the study. The sample size constituted 4 percent of the universe i.e., 326 employees. The universe constituting 8103 employees were classified on the basis of their nature of employment as shown in the following table.

Selection of Sampling Distribution

S. No.	Category of Employees	Total Employees	Sample Selection of (4%)
1	Drivers	3281	132
2	Conductors	3268	131
3	Technical staff	1009	41
4	Administration staff	249	10

5	Others staff members	296	12
TOTAL		8103	326

Source: Annual Report of MTC, Chennai

Employees' Organisational Climate Analysis

The nature and relationship between such personal characteristics and level of employees opinion on organisational climate was thoroughly examined with the help of (Goal clarity and acceptance, working conditions, Recognition and satisfaction, Job importance challenge and variety, participation and commitment, Promotion, reasons for joining the trade unions) percentage analysis and ANOVA test.

Goal Clarity and Acceptance

The details are furnished in the following table-1, the level of opinion of respondents in respect of goal clarity and acceptance.

Table-1
Goal clarity and Acceptance

Rating	Drivers	Conductors	Technical staff	Administration staff	Others staff	Total / Percentage
Low	19	19	35	0	2	75 (23)
Moderate	28	41	1	8	10	88 (27)
High	73	61	3	12	14	163 (50)
Total	120	121	39	20	26	326 (100)

Source: - Primary data

It can be understood, that the rating of 23% of the total (326) respondents were found low in respect of goal clarity and acceptance 27% of them moderate rating and 50% of them had revealed high rating about goal clarity and acceptance provided by MTC, Chennai. It is concluded that the majority of the respondents were high rating of goal clarity and acceptance

Working Conditions

In the categories of drivers, conductors, technical staff, administration staff and others staff members was studied because of satisfied of working conditions.

Table-2
Working Conditions

S.N	Opinion	No of Respondents	Percentage
1	Satisfied	130	40
2	Not Satisfied	196	60
Total		326	100

Source: - Primary data

It is identified from the above table that 60% of the respondents were not satisfied in the working conditions and remaining 40% of the respondents were satisfied with the work load. It is concluded that the majority 60%, of the respondents were not satisfied in the working conditions.

Recognition and Satisfaction

The Recognition and satisfaction that government employees' exhibit may generate a positive or negative feeling towards the organisation.

Table-3
Recognition and satisfaction

S.N	Opinion	No of Respondents	Percentage
1	Satisfied	274	84
2	Not Satisfied	52	16
Total		326	100

Source: - Primary data

Table-3 exhibits that 84% of the respondents have a thorough knowledge regarding the organisation Recognition and satisfaction and 16% of the respondents have inadequate knowledge regarding Recognition and satisfaction. It is concluded that the majority, 84% of the respondents have a thorough knowledge about the organizational Recognition and satisfaction.

Job Importance Challenge and Variety

The job importance challenge and variety was studied under the three category namely above average, average and below average. The details are furnished in the following table-4

Table-4
Job Importance Challenge and Variety

S.N	Opinion	No of Respondents	Percentage
1	Above Average	234	72
2	Average	88	27
3	Below Average	4	01
Total		326	100

Source: - Primary data

It is noted that the above table the majority of the respondents 72%, have above average in their job importance challenge and variety. 27% of the respondent's job importance challenge and variety was average and a 1% shown below average in their job importance challenge and variety. Hence, it was concluded that the majority, 72% of the respondents are having above average in their job importance challenge and variety.

Organisational Climate About the Promotion

Promotions provide an inducement and motivation to the employees and also remove feelings of stagnation and frustration.

Table-5
Promotions

Rating	Drivers	Conductors	Technical staff	Administration staff	Others staff	Total / Percentage
Low	34	34	3	6	3	80 (25)
Moderate	50	51	16	0	7	124 (38)
High	36	36	20	14	16	121 (37)
Total	120	121	39	20	26	326 (100)

Source: - Primary data

Table-5 exhibits 38% of the respondents expressed moderate rating (both drivers and conductors) and 37% of them had revealed high rating (administrative staff members) about training and development programmes followed in MTC Chennai. The present salary system and remaining 25% of the respondents expressed low rating (technical staff). Hence, it is concluded that the majority 38%, of the respondents expressed moderate rating (both drivers and conductors) are getting promotions in time.

Reasons for Joining the Trade Unions

The reasons why workers' joined in the unions would have an important bearing on labour management relations.

Table-6
Reasons for Joining the Trade Unions

Rating	Drivers	Conductors	Technical staff	Administration staff	Others staff	Total / Percentage
Low	56	77	24	12	3	172 (53)
Moderate	23	27	8	6	4	68 (21)
High	36	12	6	7	1	62 (19)
Others	4	5	1	2	12	24 (7)
Total	119	121	39	27	20	326 (100)

Source: - Primary data

Table-6 exhibits that out of 172 sample respondents, more than 53 percent of the employees in sample MTC revealed that job security was the prime reason to take part in trade union. Further, the employees joined trade unions to get adequate wages and allowances and welfare facilities that is 21 percent and 19 percent respectively.

Policy Implications

The following are the important policy implications of the study:

- The promotion and transfer policy adopted in the corporation is only threatening the employees and transfer by punishment is on the higher side which needs serious consideration as it would have a direct bearing on HRM.
- Drivers are required to be well experienced and be aware of driving skills before embarking on any driving assignment. Drivers should be taught how to be on a friendly note with their passengers, this bring about peaceful condition during driving and leads to safety of both the passengers and the driver.
- Drivers' recklessness attitude has cause loss of lives and properties. Most drivers do not attach much important value to the life of the passengers and because of this they drive carelessly and recklessly on the road, showing lack of care resulting to danger and disregard towards the safety of passengers.
- There should be public enlightenment on danger of smoking, drinking alcoholic drink while driving and receiving of mobile calls while driving as well.
- Drivers are ready doing a sensitive job to the society and their life is at heavy risk which they face every day. Hence, the corporation has to enhance their safety measures and risk allowance has to be provided along with all generous work benefits.
- Political and higher official influence, which should be eradicated at any cost since this factor will have an adverse impact on the functioning of other employees who do not use political influence.
- Drivers and conductors of the corporation are the only production point employees and they must be provided with all the training facilities from the corporation more than others.

Conclusion

From this study concluded that, the effective organisational climate would cause increased productivity and contribute to overcome losses. Further, it would gear mutual relationship between the employees and management. It would ensure sustainable growth and provide good service to the general public. The understanding of the organisational climate analysis towards MCT, Chennai would help the corporation to formulate policies and programmes for further improvement.

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